

ANNUAL REPORT FISCAL YEAR 2002



KEEPING ARIZONA SAFE

**CHARLES L. RYAN
ACTING DIRECTOR**

Abbreviation Glossary

| | | | |
|--------|--|-------|--|
| ACA | American Correctional Association | HIV | Human Immunodeficiency Virus |
| ACI | Arizona Correctional Industries | I & I | Inspections and Investigations |
| ACJC | Arizona Criminal Justice Commission | IMS | Incident Management System |
| ADCOM | ADC Orientation Manual | IPP | Inmate Program Plan |
| ADOA | Arizona Department of Administration | ISC | Interstate Compact |
| ADAP | Arizona Drug Assistance Program | IT | Information Technology |
| ADC | Arizona Department of Corrections | JSCC | Joint Select Committee on Corrections |
| AHCCCS | Arizona Health Care Cost Containment System | LAN | Local Area Network |
| AIMS | Adult Information Management System | MCCTF | Marana Community Correctional Treatment Facility |
| AOD | Alcohol and Other Drugs | MH | Mental Health |
| A&R | Activities and Recreation | MIR | Men In Recovery |
| ARS | Arizona Revised Statute | MPI | Medical Price Index |
| ASP | Arizona State Prison | MTC | Management and Training Corporation |
| ASPC | Arizona State Prison Complex | MUG | MUG Photo-Interface System |
| ATF | Allied Tactical Force | NEO | New Employee Orientation |
| AZGU | Arizona Government University | OHAS | Occupational Health Automation System |
| CO | Correctional Officer | OSAS | Office of Substance Abuse Services |
| CORA | Correctional Officer Retention Advocates | PSU | Protective Segregation Unit |
| CORP | Correctional Officer Retirement Plan | RHA | Regional Health Administrator |
| COTA | Correctional Officer Training Academy | RSAT | Residential Substance Abuse Treatment |
| CRIPA | Constitutional Rights of Institutionalized Persons Act | RTC | Returned-to-Custody |
| CSC | Correctional Services Corporation | RUSH | Recruitment Unit for Selection and Hiring |
| DART | Designated Armed Response Team | SACRC | Southern Arizona Correctional Release Center |
| DO | Department Order | SMU | Special Management Unit |
| DOA | Department of Administration | SOCU | Sex Offender Coordination Unit |
| DUI | Driving Under the Influence | SPU | Specialized Programs Unit |
| EMR | Electronic Medical Records | STG | Security Threat Group |
| FY | Fiscal Year | TQM | Total Quality Management |
| GED | General Equivalency Diploma | USDOJ | United States Department of Justice |
| GP | General Population | WAN | Wide Area Network |
| HR/D | Human Resources/Development | WIPP | Work Incentive Payment Plan |

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For more details about ADC, check out the ADC Internet site at <http://adcprisoninfo.az.gov/>. Topics include employment opportunities, information about prison facilities, the organizational structure, functions, accomplishments, history, news releases, and policies.

Arizona Department of Corrections



JANET NAPOLITANO
GOVERNOR

1601 W. JEFFERSON
PHOENIX, ARIZONA 85007
(602) 542-5556



CHARLES L. RYAN
ACTING DIRECTOR

The Honorable Janet Napolitano
Governor of Arizona
State Capitol
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Napolitano:

I am pleased to submit the Arizona Department of Corrections (ADC) **Fiscal Year 2002 Annual Report**. The theme for this year's report is "ADC: Doing Our Part to Keep Arizona Safe." As you are well aware, September 11th and its aftermath, coupled with the severity of the budgetary constraints have made FY 2002 a uniquely challenging period of time. Although we find ourselves deeply affected by these circumstances, we know that with your determined leadership, our State will begin the long journey back.

The ongoing budget crisis compels ADC to reevaluate our business practices while improving lines of service, managing personnel, considering new forms of technology, and building a long-term capacity for success. Effectively employing these strategies has led the Department to adopt and implement innovative principles and techniques, which have led to greater cost-effectiveness and increased efficiency. I am especially proud of the strides ADC has made in opening up dialogue among the ranks of all employees. ADC now has several methods of communications in place to facilitate the dissemination of accurate information throughout the Department: staff briefings; meetings; walking/talking tours; bulletin boards; email; the Department's newsletter and the ADC Web site.

Governor Napolitano, the employees of the Arizona Department of Corrections join with me in support of your vision for the state: protecting and nurturing the children and families of Arizona by ensuring that they have a safe and secure environment in which to flourish.

ADC will continue to meet these challenges, and with your leadership, will emerge even more committed to our mission as we continue working more efficiently to fulfill our mission for the common good of the residents of the State of Arizona.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles L. Ryan", followed by a long horizontal line extending to the right.

Charles L. Ryan,
Acting Director

MISSION STATEMENT

To serve and protect the people of Arizona by imprisoning those offenders legally committed to the Department and by providing community-based supervision for those conditionally released.

VISION

The Department, as a critical member of the criminal justice system, is well-respected and admired by the citizens of the state for contributing to their safety and is recognized by national corrections organizations as an innovative, well-managed and cost-effective correctional system that has security as its first priority.

GUIDING PRINCIPLES

1. We believe we have the legal and operational responsibility to be accountable to the judicial, legislative, and executive branches of government; the adult prisoner; and most importantly, to the citizens of Arizona.
2. We believe we are obligated to respond effectively to the changing demands placed upon the agency.
3. We value honesty and integrity in our relationships, and we place a high priority on quality of services and development of teamwork, trust and open communication.
4. We will maintain an environment that is humane and fair to both employees and inmates, utilizing a grievance and disciplinary system that is consistently administered and fosters due process.
5. We believe in encouraging, recognizing, and rewarding examples of professional performance at all levels that contribute to the enhancement of our responsibility.

GOALS

1. To maintain effective custody and control over inmates in an environment that is safe and secure.
2. To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.
3. To increase recruitment, retention and development of staff.
4. To improve Department operations through technology and innovation.
5. To provide cost-effective, constitutionally-mandated correctional health care.
6. To maintain effective community supervision of offenders, facilitate their successful transition from prison to the community, and return offenders to prison when necessary to protect the public.

ADC EXECUTIVE STAFF AND ORGANIZATION

CHARLES L. RYAN ACTING DIRECTOR

Charles L. Ryan was appointed ADC Acting Director in 2002 and now serves under Governor Janet Napolitano. As the ADC Acting Director Mr. Ryan is responsible for administering all ADC institutions and programs, community supervision services, state correctional policies, employment qualifications for key staff, and incentives for good behavior and work by inmates.



The Director fulfills his duties with the support of:

Director's Office Support Staff - project tracking and control; special projects for the Director; administrative support for Executive Staff. Assists and maintains lines of communication with international, national, and state agencies concerning law enforcement issues. Maintains administrative files and data for the Director and his Executive Staff.

Office of Strategic Planning and Budgeting - budget development and control; strategic planning, facilitation and analysis; strategic bed planning; total quality management; position control management; grant management; the Annual Per Capita Reports; budget planning liaison with the legislature, Governor and other public and private entities.

The Deputy Directors of Administration, Health Services and Prison Operations and the Chief of Staff

ADC EXECUTIVE STAFF AND ORGANIZATION



Terry L. Stewart ADC Director (1995 -2002)

Mr. Stewart was appointed Director by then Governor Fife Symington in 1995. He continued his service as Director under Governor Jane Hull until his retirement in 2002. During his tenure, the Department underwent a period of major challenges that required the implementation of innovative management techniques. Under Mr. Stewart's leadership the Department's employees were able to meet each issue with a higher degree of professionalism, greater determination, and an increased commitment to the people of the State of Arizona.

Some of Mr. Stewart's notable accomplishments during his service as Director included:

Increased Emphasis on Staff Safety - The horrendous murder of Correctional Officer Brent Lumley in 1997 compelled the Department to place greater emphasis on prison design, correctional operating procedures and employee training. To ensure greater safety, new institutions were planned with design improvements, older prisons were retrofitted and new policies and procedures were implemented. Thanks to Mr. Stewart's efforts, ADC has been recognized nationally as a true innovator in this area.

Meeting the Challenges of Prison Overcrowding during a Period of Budgetary Constraints - Mr. Stewart saw the prison population grow from 21,000 to almost 30,000 during his tenure. This was the greatest rate of increase in the Department's history. Equally remarkable was the fact that during this period, there were no other catastrophic incidents after Officer Lumley's tragic death. Despite severe budgetary cutbacks, ADC continues to operate one of the cleanest, safest and most secure prison systems in the country.

Successful Termination of Longstanding Federal Court Orders - ADC had operated under the restraints of court orders issued decades ago that dealt with issues like: inmate packages at Christmas; maintaining law libraries; the inmate

disciplinary procedures; and the oversight of inmate mental health care. These court orders and consent decrees became onerous to operate under and very expensive to implement as time went on. Mr. Stewart worked diligently with the Attorney General's Office to successfully settle these court actions which resulted in increased cost-savings and a better utilization of the Department's resources.

Implementation of the 20-Year Correctional Officer Retirement Plan - The 20-year retirement plan was an important benefit enhancement that Mr. Stewart envisioned and worked tirelessly to realize for ADC Correctional Officers. The plan ensures that the Department can offer a more competitive benefit package in the recruitment of the high quality people who train to become Correctional Officers. Additionally, Mr. Stewart felt the plan recognized that Correctional Officers work under hazardous conditions on a daily basis and should enjoy benefits comparable to other law enforcement officers.

Mr. Stewart's unique ability to assemble a highly qualified management team supported by a diligent line staff was directly responsible for ADC's position as a model of efficiency, safety, and security in corrections.

ADC EXECUTIVE STAFF AND ORGANIZATION

Health Services

Medical - inmate medical provider services, investigations

Mental Health - inmate program planning and development, direction of licensed psychiatric facilities

Dental - guidance to dental staff, dental treatment of inmates

Pharmacy - inmate pharmacy services, information on drug use, prescriptions, medications

Nursing - nursing services to inmates, education, training of nursing staff

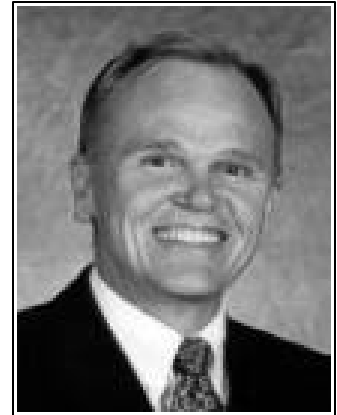
Occupational Health - employee health and wellness program services, health information resource, case management for return-to-work program

Professional Resources - health care accreditation, inmate health education and prevention programs, professional publications and presentations

Telemedicine - electronic provision of medical services to remote populations; videoconferencing, continuing medical education

Administrative - medical records, personnel issues, information technology

Correctional Public Health - control epidemiologically and medically communicable diseases, community transitional healthcare



Dr. Robert Jones
Deputy Director

Administration

Policy - current and future policy direction of the agency

Fiscal, Administrative, Technical - support services relating to the overall Department, employees and inmates

Issue-Tracking - current issues challenging the Department

Community Supervision - statewide oversight of released offenders under supervision, completion of due process, fugitive services, sexual predator referral, community notification

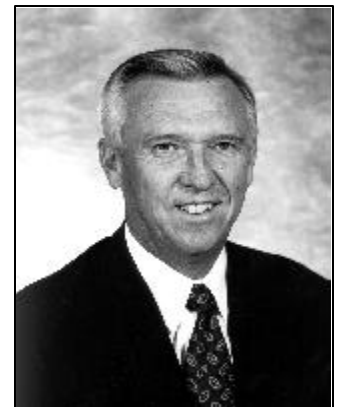
Technology Management - serves the technological needs of the Department

Human Resources - recruitment, staffing, personnel and other human resource issues

Information Technology Services - data processing and computer systems, local and wide area networks, automation standards, voice and video applications

Radio Communications - Department-wide two-way radio communications with prisons

Divisions - Administrative Services, Community Corrections, Human Resources/Development, Information Technology



Richard Carlson
Deputy Director

ADC EXECUTIVE STAFF AND ORGANIZATION



Charles L. Ryan
Acting Director

Prison Operations

State and Private Prison - operational oversight of 10 prison complexes and 3 private prisons

Private Prison Contracts - operational and contract oversight

Security Operations - incident management system (IMS), executions, protective segregation, escapes, security threat groups, prison staffing allocation and studies, canine drug detection and search teams

Program Operations - inmate work programs, religious programs, family assistance, inmate education, female inmate issues, substance abuse programs

Offender Services - inmate master records, victim notification, public information on inmates, inmate classification and movement, Interstate Corrections Compact, time computation, extradition of parole violators and absconders, release of inmates to foreign countries under treaty agreement, fiscal services operations

Divisions - Programs and Services and Arizona Correctional Industries (ACI)



Gary Phelps
Chief of Staff

Director's Office Support Staff and Inspections and Investigations

Legal Services - general counsel, liability and legal issues, discovery, inmate legal assistance program, legal review of written directives, inmate grievance program, inmate disciplinary appeals, review of legal settlement proposals

Media and Public Relations - internal and external communications; newsletter; media liaison; employee-related programs, projects, promotions; community service projects; ADC Internet web site

Intergovernmental Liaison - agency liaison with the 15 sheriffs in the law enforcement community, administration of the Arizona Criminal Justice Enhancement Funds in the form of monthly check transfers to county sheriffs

Equal Employment Opportunity - technical assistance on discrimination matters and the employee grievance program; investigation of discrimination allegations; liaison training; and responses to charges filed with regulatory agencies

ADC Ombudsman's Office, liaison with Governor's Office of Constituent Services and State Ombudsman

Inspections and Investigations Division: Inspections and Standards - general and special inspections of ADC operations and prison management; administrative investigations supported by polygraph examinations; **Special Services** - investigations requiring special expertise; background investigations; department communications; central office security; security threat group assessment and coordination with other agencies; protective segregation investigations and monitoring; and protective services for threatened employees

ADC EXECUTIVE STAFF AND ORGANIZATION

NORTHERN REGION



George Herman
Regional Operations Director

SOUTHERN REGION



Meg Savage
Regional Operations Director

Northern Regional Complexes

- ◆ ASPC - Eyman
- ◆ ASPC - Florence
- ◆ ASPC - Perryville
- ◆ ASPC - Phoenix
- ◆ ASPC - Winslow

Southern Regional Complexes

- ◆ ASPC - Douglas
- ◆ ASPC - Lewis
- ◆ ASPC - Safford
- ◆ ASPC - Tucson
- ◆ ASPC - Yuma



Dennis Kendall
Regional Health Administrator



Ted Jolley
Regional Health Administrator

ADC EXECUTIVE STAFF AND ORGANIZATION

ADMINISTRATION DIVISIONS



Michael J. Smarik
Assistant Director

Administrative Services

Facility Activation - capital renewal budget, prison construction, prison renovation, building inventory

Financial Services Bureau - payroll, accounting, contracts administration, purchasing, equipment inventory, inmate accounts, fleet management

Safety and Environmental Services - risk management, safety and environmental assessments, regulatory compliance

Tenant Services - space planning for five Central Office locations; office renovation and remodeling; janitorial and maintenance services; mail delivery

Community Corrections

Community Supervision - supervision of released offenders reporting to 20 offices statewide, pre-placement investigations, referral to community services, assurance of due process to parole violators, home arrest program

Criminal Justice Support - assistance to the courts; to local, state and national law enforcement, correctional and detention agencies in the following areas:

Fugitive Services - revocation process and hearings; arrest warrants and return of released prisoners to custody when they violate terms of release; related extradition transportation and jail housing

Community Sex Offender Notification - identification and profile of sex offenders being released from prison; preparation of notifications; collaboration with local law enforcement agencies on notification process; and screening and referral of violent sexual predators

Interstate Compact - coordination of parole transfers between Arizona and other states, central repository for information and investigation requests for these cases



Nancy Hughes
Assistant Director

Human Resources/Development

Personnel Services - recruitment of COs and other staff; pre-employment and promotional testing; personnel classification and compensation; employee benefits; employee records; employee relations; employee awards; CORP; liaison with unions; employee corrective discipline program; drug-free workplace; and employee higher education assistance

Correctional Officer Training - COTA, pre-service and continuing education for COs and other staff

Staff Development and Training - identification of training needs, training programs development, training classes, video training, informational productions

Policy and Research - department policies, major research projects and surveys, prison population projections, monitoring inmate population and prison capacity, the Annual Report, travel reduction programs, forms development



Ron Zuniga
Assistant Director

ADC EXECUTIVE STAFF AND ORGANIZATION

PRISON OPERATIONS DIVISIONS

Programs and Services

Administrative Oversight of Institutional Based Programs

Inmate Substance Abuse Programs - substance abuse services, development and guidelines for inmate drug testing, addictions training, staff training

Education Programs - inmate educational programs, special education and library services

Pastoral Services - coordination and approval of religious contact activities, coordination of religious volunteers, prepares responses on religious issues

Female Inmate Programs - female inmate issues and programs, Constitutional Rights of Institutionalized Persons Act (CRIPA) activities and female inmate legal issues

Specialized Programs/Work Programs - assist inmate families with problems, provide information to family visitors and support, oversight of Work Incentive Payment Plan (WIPP), vocational training and community betterment programs



Dr. Robert Olding
Assistant Director



John Spearman
Assistant Director

Arizona Correctional Industries

Finance and Accounting - accounting; information technology; purchasing; cost and inventory control; warehouse operations; risk management; financial planning, budgeting and reporting; and transportation

Marketing and Sales - sales, marketing and customer service

Operations - enterprise and factory operations; manufacturing development; product development; facilities planning and development; and engineering

Business Development - new enterprise development; private sector partnerships and joint ventures; intergovernmental agreements; and contract compliance

Administrative Services - provides support for all division administrative functions including: strategic planning; personnel; legal affairs; and public information

KEEPING ARIZONA SAFE

ADC Shows Strength on 9/11

Those horrible and devastating events that occurred in New York City, Washington, D.C., and in a field in Shanksville, Pennsylvania on September 11th, 2001, had a profound impact on virtually all aspects of American life. The Arizona Department of Corrections was no exception. Fortunately, operations were not adversely affected because the order was issued to continue with controlled movement, directing staff to perform the day's tasks in a more careful and methodical manner. Staff members were encouraged in a message by Acting Director Charles Ryan not to force operational issues, and to be in an assessment mode by paying close attention to what occurred throughout the day in terms of staff and inmate behavior.



Additionally, Critical Incident Stress Debriefing (CISD) teams were called out at all prison complexes to check on employees and provide support as needed. CISD teams are certified in crisis intervention and active listening skills. There are approximately 70 members located at each prison complex and Central Office who are available to provide intervention and liaison duties between employees and professional counselors. In accordance with Incident Management System (IMS) activation, CISD Team Leaders are called out by the Logistics Section Leader to conduct defusing with first responders to a critical incident. Debriefings with affected staff are held within 72 hours of a critical incident. The tragic events of September 11th

affected employees in many ways, and the Department displayed understanding of their concerns. Employees who have family in New York and Washington, D.C. were allowed to make phone calls to check on family members. They were greatly appreciative of the sympathy that the Department exhibited to employees who were concerned that they or their loved ones would be called to active military duty. Also, ADC showed compassion to employees who were distressed about answering their children's questions about the attacks and to those who expressed fear, disbelief, anxiety, closeness to God and a mixture of differing emotions. CISD team members conducted welfare checks on as many employees as possible during the week of September 11th. During that week, several complexes held prayer services presided over by Department chaplains, to honor those who died in the terrorist attacks, pray for our country and comfort each other.

The horrific events of September 11th forced us as a nation to review our security practices to ensure the safety of our citizens. More than ever there was a need to provide a safe and secure environment. Certainly, that held true for the Arizona Department of Corrections. As the State's population continues to grow so does the number of inmates. Statistics reveal that since 1990, the Arizona adult correctional population in federal and state facilities has grown by more than 13,000. With the backlog of cases, especially ones related to DUI offenses, this could translate to serious overcrowding in our institutions in the months and years to come. As former Director Stewart has stated, "Maintaining a safe and secure environment within our prison system is not a luxury but a necessity that the public deserves."

Last year brought us fresh issues that tested all of us not only as correctional employees but also as citizens of our country. ADC employees realize that they will continue to be tested this year as we struggle with the repercussions of FY 2001. There are many challenges ahead from striving to maintain our level of service to the public with a considerably reduced budget, to putting the spotlight on the problem of hiring correctional officers to staff our prisons.

However, in spite of all our challenges, ADC continued to make progress on many fronts and work effectively for change:

Escapes

The Department ranked among the “best in class” nationally for lowest escape rates. In FY 2002 ADC was ranked 4th nationwide for lowest inmate escape rates. During the previous year the Department had only four escapes which represents less than .15 per thousand inmates.



Efficient Operations

ADC continued to be one of the most efficiently run Corrections Departments in the nation. Over the last five years, the Department has been significantly below the national average in construction costs and average inmate operating cost. The Department’s average cost per inmate for fiscal year 2001 was \$58.51 a day.

Auditor General Evaluation. The Auditor General evaluation team reviewed Security Operations, Human Resources Management, Private Prisons and Arizona Correctional Industries. Their reports were very positive noting that the Department has a “sense of pride and loyalty that pervades these men and women and that speaks well for the efforts of the former Director and his subordinates to create a cohesive corrections team with high morale.”

Private Prisons

The Auditor General report noted that, over the past two years, the Department has saved \$5.5 million using privately owned prisons - without losing a single ADC job.

Charitable Giving

ADC continues to lead the way as an organization that gives back to the community. For five years running we have been the largest single contributor to the State Employees Charitable Campaign (SECC) donating \$392,000 this year. ADC employees were also the single largest contributors to the Law Enforcement Torch Run, donating \$89,000 this year in support of Special Olympics.

Telemedicine

ADC continued to rank as one of the top 10 correctional telemedicine programs in the country, with ADC co-hosting the National Correctional Telemedicine Annual Conference in Tucson. Three additional prison complexes were upgraded, in FY 2002 six out of ten were on line. Two more were scheduled to be completed in the next fiscal year. In addition to standard medicine, the teleconferencing technology was expanded for use in dentistry and psychiatry as well.

Culture Change

ADC vigorously implemented its Quality of Work Life (QWL) program which originally was designed to have a major impact on the culture and operations of the Department. Broad-ranging improvements and changes were begun that will impact employee morale, recognition, training, performance evaluations, personal conduct and workplace environment.

Wardens Work to Ease Staff Shortages

ADC Wardens are dealing hands on with mandatory overtime and staff shortages by working security posts. The Department asked uncovered employees, staff not covered by personnel rules, to work security posts to reduce mandatory overtime of Correctional Officers. The

KEEPING ARIZONA SAFE

procedure gave Corrections Officers a much-deserved rest and a choice to work overtime, and allowed the Department to fill security posts at no extra cost.

Prior to uncovered employees working security posts, Wardens were faced with high numbers of employees working mandatory overtime at their complexes. Not only did the implementation of this program helped to alleviate the overtime problems, a general sense of increased employee morale and a deeper sense of camaraderie developed. Initially, officers felt as if uncovered employees were acting as critical reviewers of job performance. The feeling changed once officers began seeing the positive results of the new overtime plan. Getting a chance to work alongside Correctional Officers, Wardens commented that they were impressed with today's ADC staff. Those taking part in the program have noted that Corrections Officers perform remarkably well under adverse conditions.



Staff Safety Advances

With the continuing growth of the Arizona prison population and a corresponding increase in the likelihood of correctional staff being assaulted or injured, ADC continued to advance staff safety by applying the best operational practices and improving its facilities throughout the state. In recent years, the Department has increased staff safety by heightening safety awareness, implementing

new technologies, designing and building secure institutions, upgrading equipment and facilities, applying efficient operational practices and focusing on staff safety training. "The personal safety and wellness of corrections staff is the Department's most precious resource. Due to the nature of prisons, correctional staff members are regularly placed in dangerous positions. Correctional officers are at risk of assault or serious injury while providing security or transporting inmates. That's why it is important to create a correctional staff safety program," said former Director Stewart.

While noting that everything the Department does concerning staff safety is important, experts consider the first line of defense to staff safety to be awareness. ADC expects staff and supervisors to be alert and to take appropriate actions to situations that may pose a risk to staff. In its review of prison staff safety procedures several years ago, ADC recognized the need to improve its supervision of inmates. One measure approved was the Master Pass System. This system has been used to control inmate movement to approved programs and meals. Inmates are more closely supervised using this new system because their movement is restricted. Officers employing this system find that it makes it easier for staff to identify inmates in violation of ADC rules and regulations. Because of the high inmate to staff ratio, it is difficult for staff to observe every inmate at all times. However, ADC reviewed the unfavorable ratio, and determined it needed certain critical posts manned at all times. The result was a system prioritizing posts from most critical to least critical. If a prison is operating at a low staffing level, the Department deemed it necessary to cross-level staff from a less critical to a more critical post.

The prioritizing of posts does not suggest the duties performed by other staff are less important. Because a safe and secure prison needs all personnel working together, the Department recognized the need for personnel to work together and approved the integration of non-uniformed staff with security staff. Uniformed and non-uniformed staff members are supervising inmates, so

working together as a team is critical. Improving communication between correctional officers and medical staff may prevent and reduce injuries and allow medical staff to respond quicker to emergencies. Communication has improved by emphasizing daily briefings among Wardens, Deputy Wardens, administrative and line staff. In addition, by utilizing a 10-hour, four day a week graveyard schedule, ADC has overlapped shifts so that personnel can have more time to identify critical security issues.



Another effective safety measure taken by ADC was the expansion of the Service Dog Program at each prison. By using dogs in dual service training to detect narcotics and provide staff personal protection and cell extraction of inmates, the Department has reduced the number of staff injuries. At ASPC-Eyman's SMU I and II, the service dogs have been effective in cell extraction. In the past, when faced with an inmate who resisted removal from his cell, a group of officers would rush the inmate in order to restrain him. As a result, staff frequently sustained injuries. Using service dogs for this mission has dramatically reduced the number of staff injuries during inmate cell extractions. The Department has found that inmates are more likely to surrender to cell extraction dogs than a group of officers because they won't lose face to staff.

After looking into suggestions from line staff and administrators, ADC has eliminated some potential risks to staff such as in the areas of video surveillance, lighting, security measures, and communications. Not only have these new upgrades affected existing prisons, but also similar features have been incorporated into the design of the Department's newer buildings. The goal of identifying, implementing and improving the working environment for ADC staff is a never-ending objective of the Department's staff safety program.

Taking a proactive approach to staff safety, the Department has set up Total Quality Management (TQM) committees that examine and review each complex's safety issues. Their efforts have resulted in the installation of a staff safety hotline for reporting safety issues and the formation of the Technology Transfer and Product Review Committee, a group chaired by Prison Operations that tests and searches for products that benefit staff safety. Recognizing that safety is a local issue as well as a national concern, former Director Stewart



increased the awareness level of other corrections professionals by sharing his ideas and concepts about staff safety through his participation in the American Correctional Association and the Association of State Correctional Administrators. "As prison populations have increased and prison gang members become more violent inside prison and on the streets of our communities, it is vital to appreciate the contributions that all corrections staff make in one of the most dangerous settings in our society. Corrections staff go to work each day aware they can be assaulted or severely injured," said former Director Stewart.

SAFETY AND SECURITY

Goal 1: *To maintain effective custody and control over inmates in an environment that is safe and secure.*

Officer Safety

A comprehensive 14-month pilot program involving the Advanced M26 Taser was completed during FY 2002. The Taser, an electronic security device that produces a non-lethal electrical charge, causes electro-muscular disruption to occur in a human being by overriding and controlling a person's central nervous system. Throughout the evaluation process, the Taser was a valuable asset to the Department in managing errant inmate behavior and ensuring the safety of staff and inmates alike. Just the presence or display of the Taser, without it being deployed, served as a significant psychological deterrent among the inmates, and often resulted in an incident being resolved without any force being necessary. Unlike other forms of non-lethal force (e.g., chemical agents, pepperball launcher, service dog extractions, forced cell team, etc.) deploying the Taser only affected the inmate involved. As a result, the Department has purchased and authorized the use of the Taser at selected prison complexes.

Drug-Free State Prison Demonstration Project Concluded

In January 2002, ADC formally concluded a three-year Drug-Free State Demonstration Project funded by a grant award from the National Institute of Corrections (NIC). The project was implemented at ASPC-Perryville because of this prison's multi-custody levels, as well as being highly representative of the ADC inmate population mix and operating environment. Midway through the Project, ASPC-Perryville was converted to an all-female institution. Because of ADC's zero tolerance for drugs, several components were implemented during this project.

Enhanced Urinalysis

Testing percentages utilizing urinalysis were increased. Inmates testing positive were targeted for testing more frequently than inmates that tested negative.

Ion Spectrometry

ADC placed five additional machines at strategic entry points to the institution. The Ion scanners were used to supplement screening when Service Dogs were not available. Also, Ion scanners could be used on infants and small children not normally screened. In addition, Ion scanners were used to screen mail, inmate's property and vehicles.



Service Dogs

The number of Service Dog teams was increased from two to five to meet 100% of the priority deployment directives.

Information Database

An All-Sources Information Database was designed based on a Modified Information Report Form. Information was gathered relative to drug and gang information and used to make associations between inmate and possible contraband use.

The goal of ADC was to best integrate the right mix of policy, tactics, tools, and intelligence in a coherent, practical and affordable strategy.

As a result, random positive urinalysis rates were lowered during the evaluation period. Increased screening of visitors with Ion technology and Service Dog teams produced alerts that disallowed visitors from entering

prison perimeter. Intelligence was gathered to develop associations between inmates and possible contraband use.



In summary, the combined effect of enhanced Service Dog Detection and the introduction of Ion Scanning at the complex were significant. Clearly, the Drug-Free State Prison Demonstration Project had a positive impact on inmate drug use at the complex to the extent that positive inmate urinalysis rates for random tests were reduced.

Privatization Bureau

The Arizona Department of Corrections currently contracts with two private prison companies: the Correctional Services Corporation (CSC) and the Management & Training Corporation (MTC). CSC owns and operates both the Arizona State Prison (ASP) - Florence West and ASP - Phoenix West. MTC owns and operates the Marana Community Correctional Treatment Facility (MCCTF).

Current Private Prison Operations

MCCTF

A Level Two facility located in Marana, incarcerating 450 male DUI and general population inmates in separate

units. In addition to work, academic classes, recreation and religious programs, the inmate schedule revolves around substance abuse treatment. The facility provides a 14-week intensive substance abuse treatment program. An additional 50 inmates have been placed in the facility on a temporary basis due to statewide prison overcrowding. The current ten-year contract expires October 6, 2010, and can be extended for two additional five-year periods, for a total possible contract term of twenty years. ADC may exercise an Option to Purchase the facility at any time during the contract period.

ASP-Phoenix West

ASP-Phoenix West is a Level Two facility located in metropolitan Phoenix, incarcerating 400 male DUI inmates. In addition to various work programs, inmates participate in academic classes, religious and recreational programs. The facility provides an intensive substance abuse program covering many diseases related to alcoholism and substance abuse. An additional 50 inmates have been placed in the facility on a temporary basis due to statewide prison overcrowding. A ten-year contract with two five-year renewals, for a possible total contract term of twenty years, was executed in July 2002. ADC may exercise an Option to Purchase the facility at any time during the contract period.

ASP-Florence West

ASP-Florence West is a Level Two facility, incarcerating 400 male DUI inmates and 200 Returned-to-Custody (RTC) inmates. In addition to various work programs, inmates may participate in academic classes, religious and recreational programs. The facility provides an intensive substance abuse program covering many diseases related to alcoholism and substance abuse. An additional 150 inmates have been placed here on a temporary basis due to statewide prison overcrowding. A ten-year contract with two five-year renewals, for a possible total contract term of twenty years, was executed in September 2002. ADC may exercise an Option to Purchase the facility at any time during the contract period.

Private Prison Informational Table

| Private Prison | Activation Date | Inmate Type | Capacity | Per Diem Rate |
|---------------------------|----------------------|---------------------------|----------|---------------|
| MCCTF | 10/07/94 | Substance Abuse | 450 | \$43.54 |
| | Scheduled (07/01/02) | Temporary Substance Abuse | 50 | \$22.30 |
| ASP-PW (Phoenix West) | 04/11/96 | DUI | 400 | \$43.77 |
| | Scheduled (07/01/02) | Temporary DUI | 50 | \$24.13 |
| ASP-FW (Florence West) | 10/01/97 | DUI | 400 | \$36.71 |
| | 10/01/97 | RTC | 200 | \$29.86 |
| | Scheduled (07/01/02) | Temporary DUI & RTC | 150 | \$24.13 |

Accomplishments

Private Prison Monitoring

Revised the monitoring processes at the three private prisons. Developed a new monthly report specifying 13 private prison operational and contractual areas requiring monitoring. Developed an annual audit schedule identifying the Department Orders requiring inspection during FY 2002. Computerized the monthly monitoring report process.

Bond Financing of ASP-Phoenix West

Coordinated with the ADC Procurement Office and the Arizona Attorney General's Office on the bond refinancing of CSC's ASP-Phoenix West. While this financial process was both cumbersome and complex, the ADC was able to protect its financial interest in the ASP-Phoenix West with the guidance of the Attorney General's Office and outside bond counsel.

Modified Menu

Implemented the modification of the statewide prison menu for inmates to reduce (1) the total number of meals served, as part of a cost savings action, and (2) to provide a healthier diet by reducing fats and empty calories. This project was successful due to the collaborative efforts of Prison Operations staff in the field and at Central Office, the ADC Procurement Office and staff from the Canteen and Aramark Corporations.

ASP-Florence West Contract

Published a request-for-proposal (RFP) to replace the ASP-Florence West contract. Conducted a pre-proposal conference for interested vendors. Evaluated the responses to the RFP and conducted on-site visits to the institutions of the competing companies. Published the evaluation findings and contract award recommendation.

250-Beds in Existing Private Prisons

Facilitated the development of contract amendments to existing ADC private prison contracts to place an additional 250 inmates in temporary private prison beds to alleviate prison overcrowding.

Coconino County Jail Beds

Coordinated the development and execution of an agreement with Coconino County to place 68 inmates in the Coconino County Jail.

Additional Private Beds

Coordinated the development of contracts to place 645 inmates in an existing private prison(s). The facility or facilities may be located in or outside of Arizona. The ADC expects to begin placing inmates in these contracted beds in the Fall of 2002.

1,400-Private DUI Beds

Developed an RFP to privatize an additional 1,400 male Driving Under the Influence (DUI), Levels Two, Three and Four inmates. Conducted a pre-proposal conference for interested vendors. Expect to award the contract during the Fall of 2002. The first 400-beds are funded for occupancy in March 2003. The remaining 1,000 beds are scheduled for occupancy in November 2003.

Privatization of Females

Developing a solicitation to privatize 2,200 female private prison beds, Levels Two, Three and Four. The RFP is to be published and awarded during the Fall of 2002. These beds are scheduled for occupancy in August 2004. The ADC will seek legislative approval during the 2003 legislative session to increase this project by 600 beds. It is important to note that this solicitation will not lead to the privatization of ASPC-Perryville, as this facility will remain under the operation of the ADC.



Inmate Program Plan (IPP)

The Arizona Department of Corrections is in the process of implementing perhaps the most comprehensive inmate management strategy anywhere in this nation. Called the Inmate Program Plan (IPP), the strategy calls for the accountability of inmates in terms of programs related to assessed needs and even personal time on a schedule that structures the inmate's time 24 hours a day, seven days a week.

We have all heard the old adage, "You can lead a horse to water, but you can't make him drink".

Well, there's a new adage: "You can lead a horse to water and, if you tether it there long enough eventually it will. . ."

Those were the words used by Arizona Department of Corrections Acting Director Ryan to describe inmate compliance under the Department's IPP. Based programmatically on the four legged stool concept coined by former Director Stewart and consisting of work, education, substance abuse treatment and spiritual growth, the strategy links inmate compliance and participation to higher paying jobs and even classification to lower levels of custody.

Since the IPP began as a pilot project at ASPC-Eyman's Meadows and Winslow's Coronado Unit eighteen months ago, it has been proven successful in maximizing the Department's use of available resources; enhancing the safety of staff; reducing the number of major inmate disciplinary violations and increasing inmate accountability. Actual data was collected, analyzed, and compared to non-IPP units. Results demonstrated improved inmate accountability and participation where the IPP was tested. Based on those results, former Director Stewart authorized the continuation of the program at those units and will be expanding it to ASPC-Yuma's Dakota Unit, ASPC-Tucson's Santa Rita, ASPC-Perryville's Santa Cruz, and the entire ASPC-Lewis complex early in the next fiscal year.

SAFETY AND SECURITY

"If inmates lives are programmed and structured 24 hours a day, they are less likely to engage in illegal or nonproductive activities during their period of incarceration," said Ryan. "By keeping inmates productive, the Department not only enhances the safety of staff and inmates, it also provides every opportunity for inmates to learn self-discipline and personal accountability. These values may help inmates re-enter into the community."



Inmates who are non-compliant will suffer consequences for not participating in a program. Inmates who don't enroll and address their educational, work, substance abuse, and other programming requirements in accordance with the assessment needs will not earn placement in higher paying jobs within the prisons. Successful participation and completion of mandatory literacy and a High School Diploma and General Equivalency Diploma (GED) are prerequisites to being assigned to inmate jobs that pay above the lowest wages under the inmate Work Incentive Pay Plan (WIPP).

Under the guidelines of the IPP, an inmate is assigned a Correctional Officer III within three days of his or her arrival. Together, they discuss the inmate's file and compose a plan for the inmate's time while incarcerated.

A committee of prison officials who determine the inmate's educational, vocational, substance treatment and work programming needs then assesses the plan. The committee matches the needs of inmates to the best suitable classes, jobs, and programs that are available within the prison. Based on these criteria, the inmate's 24-hour schedule is established.

The inmate schedule is entered into a computer database that relays his or her assignments to a Master Pass System. The Master Pass is a system that controls the movement of inmates at all times, prevents unauthorized inmates from moving freely throughout the prison yard. Inmates are required to carry a computer-generated pass for all movements. Since the passes are computer generated, they are extremely difficult to forge.

Correctional Officers within ADC are optimistic that the IPP will play a significant part in the enrollment and completion of programming opportunities for inmates, will result in fewer disciplinary violations and will have a positive effect of reducing the number of assaults against employees. By checking inmate passes, staff can easily recognize if inmates are in the right place and the right time.

"If inmates are held accountable for 24/7, then this inmate management and programming strategy has as much to do with the safety and security of the prisons as the fence and cells themselves," said Mr. Ryan. The employees will determine the paradigm shift in the operation of a prison as we move forward with this approach."

According to Mr. Ryan, empirical data from the pilot project suggests the inmate program plan is a practical and viable approach to not only managing a constantly growing and overcrowded prison population, but also effectively delivering programs and services to the inmate population.

Fiscal Services Operations

FY 2002 Governor's Budget Reduction

Prison Operations was able to generate over \$17 million in the Agency's budget reduction without closing any prisons or prison units.

ADC eliminated Substance Abuse and Religious Service Contracts for a partial year and were able to return the entire annual funding for these by utilizing the Activities and Recreation (A & R) funding to offset the costs, which had already been incurred.

The Department greatly reduced travel both in and out of state; cancelled scheduled projects such as the intranet upgrade planned at Safford; stopped Capital and Non-Capital equipment purchases; and cut nonessential professional and outside services; all for the remainder of the fiscal year.



Still, that was not enough. The Department cut inmate wages by an average of \$0.05 an hour for the remainder of the fiscal year. ADC reduced weekly milk servings to inmates. Additionally, the Department implemented the two meals on weekends and holidays program. Other reductions included decreased mandatory Correctional Officer (CO) training, and uncovered staff worked security posts 20% of the workweek, which also reduced the

overtime requirement. Also, one fourth of the then vacant Sergeant, Lieutenant, CO III and CO IV positions were left unfilled to generate additional savings. Also, ADC implemented the 25% Cash / 75% Comp Earned in lieu of overtime pay.



Through determination and creative thinking, Prison Operations was successful in carrying more than its fair share of the Department's FY 2002 Budget Reduction.

ADC Bed Capacity

Prison Operations developed sound definitions of Rated Capacity, Operational Capacity, and Design Capacity in order to provide standardized information to the Bureau of Justice (BOJ), the Corrections Compendium, and the Arizona Legislature, among others.

Prison Operations completed a bed reconciliation exercise to account for all prison beds by reviewing enabling legislation and session law back to 1965. A table was developed to indicate designated capacity, original design capacity, additional beds constructed, current appropriated design capacity, unfunded permanent beds, unfunded temporary beds and total unfunded beds.

The terms developed as definitions were to be recommended as changes to the policy of the ADC. The historical information about the prison beds has been memorialized in a binder and shared with key staff.

SAFETY AND SECURITY

Vacancies

The Department of Corrections has experienced numerous staff vacancies, as have all other state agencies throughout fiscal year 2002. The unique significance for the Department of Corrections has been the tremendous sense of duty and dedication demonstrated by the staff. Over the past fiscal year staff operational vacancies were over 15 % for security and 30 % for support staff. Even with this unprecedented staff shortage projects were completed, sanitation was maintained, support to the local communities was sustained and the prisons were kept secure, providing the public with the highest level of protection possible. This was accomplished in the face of severe budget limitations along with the increased demands of an expanding inmate population. Equally important, the staff has continued to advance a tremendous esprit de corps that is evidenced by generous giving to charity efforts, high levels of positive staff to staff interactions and consistently appropriate staff to inmate interactions. The Department's staff set the standard for getting the job done even in the midst of adversity and historical resource shortfalls.

Work Crew Projects

The Douglas Complex provides inmate labor to 22 various jurisdictions, which utilize inmates in 51 different work locations throughout the local federal, county, municipal and state areas. The scope of work performed ranges from general labor to highly skilled construction and mechanical work. The aggregate labor cost saving to the 22 jurisdictions from this expansive inmate work program was a total of almost 1.4 million dollars based on minimum wage comparisons. Some of the projects generated from this program include: demolition of football stadium and reconstruction of track and field facilities; construction of the Veteran's Memorial Site; and curbing and sidewalks to provide ADA access community-wide.

Limited Resources (D Level)

Previously, ADC made a conscious decision to set a systemic standard for the safe and secure operation of prisons: placing it at the cutting edge of management of

staffing resources and setting clear standards. In a perfect world, there would be adequate staffing to post all positions at all institutions; however, in reality, most prisons are staffed differently by the legislature, and they are often built in places difficult to staff. By taking the proactive approach to determine the minimum safe level of staffing based upon unit design and custody levels, it has required appropriate staffing and inmate activity is always considered.

During FY 2002, the Department, along with all state agencies, was tasked with implementing significant budget cuts. These cuts resulted in many cost saving measures, to include a statewide hiring freeze. As a public safety organization, the hiring freeze represented an extraordinary obstacle for meeting the operational needs of the institutions.

In spite of these problems, ADC has ensured that a safe level of staffing is always in place. Many creative alternatives, including the scheduling of some non-CO positions, have been implemented to ensure we are always at least at the D-level on each shift, or that we curtail inmate activity in a commensurate manner. Employees of this



agency have stepped up to the plate, to ensure the Department's mission of protecting the citizens of the state of Arizona is fulfilled.

Segregation Concept

ADC has successfully managed difficult populations in a cost-effective and safe manner by utilizing the principles of segregation and consolidation. For example, the female population has always been segregated, but when consolidated into one complex, management became less expensive and easier. Similarly, segregation of sex offenders and protective segregation, and the subsequent consolidation has proven to enhance safety and effectiveness; just as the removal of Security Threat Group (STG) inmates from general population.



As a result of gang-related conflict at various units, ADC segregated Mexican National and Mexican American (with Southern California origins or ties) inmates away from the general population in all medium and higher security units. Initially, there was a reduction in conflict across the prison system as these inmates were housed in Santa Rita and Cimarron units at ASPC-Tucson. Since being housed together, however, various groups that initially associated with each other developed conflicts with each other. The first problems began in May of 2002 when Mexican Nationals attacked members of the prison gang known as the Mexican American Sureños and an ongoing conflict erupted. Once these Sureños were segregated and relative peace returned, the Border Brother gang members were

seen by the unaffiliated Mexican Nationals (a.k.a. Apaisas) and Wet Back Power gang members as victimizers and conflict again erupted.

In order to manage the unit safely and effectively, over 1,000 internal moves have been made in the 744-bed high medium security Cimarron Unit alone. Major changes to the internal security fences, systems, and schedule of operations have been made: all the time, while staff responded to many incidents of conflict.

During this period of time, both Santa Rita (770-beds) and Cimarron also underwent classification changes involving the mixing of different custody levels in order to maximize the use of scarce prison beds. All of this has further complicated the operational schedule of these units, which staff has managed admirably.

Community Involvement

On June 18, 2002, the State of Arizona endured the largest forest fire in Arizona history - the Rodeo/Chediski fire. The fire was located three miles north of the community of Cibecue. By July 3, 2002, the fire had consumed in excess of 468,130 acres, destroyed 423 structures, and was 80% contained (the fire exceeded the size of the city of Los Angeles, California).

On Wednesday, June 19, 2002, the ASPC-Winslow, Apache Unit was contacted and asked to provide assistance with the evacuation of the communities of Pinedale, Clay Springs, Lakeside/Pinetop, Showlow and Linden. Staff at the Apache Unit aided in this catastrophe by providing mattresses, Styrofoam cups/trays, toilet paper, laundering facilities, traffic control, parking lot security, and shuttle service for the evacuees. Staff personally donated sleeping bags and opened their homes to some of the evacuees. It should be noted that at the evacuation sites in Eagar, Arizona, approximately 10,000 evacuees were registered.

SAFETY AND SECURITY

In conjunction with donations from the community, Canteen Corporation (ADC's contract food service agency) assisted in providing hot meals to civilians housed at the Dome evacuation cite in Eagar, Arizona. Approximately 3,000 people were fed during the first evening of the evacuation.

In addition to the assistance provided by Apache Unit staff, ASPC-Winslow was notified that the Navajo County Detention Center was in danger due to the location of the fire. Winslow's transportation team assisted the Navajo County Detention Center in transporting 13 juvenile offenders to the Durango Juvenile Detention Facility in Phoenix, Arizona.

ASPC-Winslow also provided anywhere from 1 to 3 vehicles at a time to shuttle evacuees to the grocery stores, local shopping areas, swimming pools, laundry facilities, etc... Within a 5-hour duration, the shuttle provided service to approximately 2,000 civilians. In all, ASPC-Winslow provided a total of 291.5 staff hours and 3,696 total miles on their vehicles to assist the evacuees.



The commitment and dedication of our staff to assist their local communities in a time of disaster and need speaks well of the integrity of our employees and of their importance to our communities.

Offender Services Bureau

Protective Segregation Lawsuit

In 1996, inmates filed a class-action lawsuit against the Arizona Department of Corrections concerning Protective Segregation (PS). Basically the lawsuit dealt with the placement of inmates into Protective Segregation, their treatment while protectively segregated and the involuntary removal of inmates from (PS).

The lawsuit initiated a comprehensive review of the Protective Segregation process. The Department implemented an extensive process for placing inmates with protection issues. In July 2000, a court monitor was appointed to review every facet of the Protective Segregation Review Process and the treatment of inmates once protective segregation was granted to ensure the Department was complying with the written plan submitted to the courts. After six years the Does v. Stewart lawsuit was dismissed in June 2002, after the monitor determined that ADC was in full compliance.



Arizona Correctional Industries

ACI Demonstrates Resilience and Focus in Trying Times

Nothing in our country was untouched by the events of September 11, 2001. Arizona's economy was not immune to national trends, which negatively affected both the number and size of transactions with customers. Arizona Correctional Industries (ACI) confirmed its resiliency and focus during these trying times by successfully confronting a variety of financial challenges in FY 2002.

The moratorium placed on State spending by mid-year significantly impacted business with ACI's largest customer - the Arizona Department of Corrections. Additionally, within the Department of Corrections, ACI assumed responsibility for the cost for all Correctional Officers assigned to ACI operations and suffered a significant loss in the garment factory due to changes in the clothing allowance for inmates. Despite these challenges, ACI sustained debt-free operations, contributed \$1 million to the State General Fund and \$1 million to the Corrections Fund, and realized a net income for the fiscal year.

In the 2002 Annual Economic Impact Assessment of ACI, the Arizona State University Center for Business Research reports that ACI operations contributed directly and indirectly to the economic prosperity of the State of Arizona through expenditures for materials, supplies, and outside services totaling nearly \$12.8 million. Staff salaries alone amounted to \$3.7 million for the year, creating more than \$2.9 million in demand for goods and services. ACI expenditures also resulted in further indirect economic impact, including the creation of 336 new jobs and a corresponding \$14.7 million for additional goods and services. In addition, ACI contributed \$1 million of its earnings to the State General Fund for the fourth year in a row. This year, ACI also contributed \$1 million to the Corrections Fund.

In the year to come, ACI will continue to strengthen Owned-and-Operated Prison Industry Enterprises, while also exploiting opportunities for new partnerships with public and private sector businesses. In particular, ACI will focus on bringing jobs to the United States by forming partnerships with private companies that have previously looked offshore to meet their labor resource requirements.



INMATE PROGRAMS

GOAL 2: *To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.*

ACI Benefits Everyone

Many inmates enter prison lacking the basic job skills and work habits necessary for success. Through its diverse operations and programs, ACI provides inmates with the chance to learn marketable job skills, to develop a sound work ethic, and to experience self-confidence and pride in their work. By providing a work environment similar to that which is found in free society, ACI work programs offer inmates the opportunity to acquire the knowledge and behavior necessary to return to the community as law-abiding and productive citizens. Inmates accumulate mandatory savings from their wages to further assist them with their transition back into society.

Prison industries work programs also assist prison administrators in the day-to-day management of the institutions. Because ACI positions are the most desirable and highly sought after jobs within the prison system, assignment to an ACI job is perceived as a privilege that inmates must earn and maintain. These jobs serve as a major incentive for inmates to comply with institutional rules.

Because ACI is a fiscally self-sufficient division of ADC, it operates without any financial support from the taxpayers of Arizona, operating entirely on revenues generated by

its businesses and related activities. Additionally, ACI provides for substantial financial contributions from inmate wages to be used for such purposes as taxes, the cost of incarceration, victim's compensation, restitution, dependent financial assistance, special inmate programs, and mandatory savings.

During FY 2002, ACI employed an average of 1523 inmates in more than 40 different ACI operations and activities throughout the state. Wages earned by ACI inmates are



subject to a variety of mandatory deductions and withholdings, depending upon the specific kind of work program and the amount of wages earned. For example, a number of ACI inmates must pay all

federal and state taxes; forfeit 30 percent of their wages to offset the cost of incarceration; pay victim compensation or restitution; provide financial assistance to their dependents; assist in paying the expense of special inmate programs; and contribute to inmate savings accounts.

During FY 2002, ACI inmates earned more than \$4,900,000 from which \$1,441,143 was collected and distributed.



Gross FY 2002 revenues for ACI operations totaled approximately \$17,400,000 and produced approximately \$1,000,000 in net income. In addition to maintaining debt-free operations, ACI operations also contributed directly and indirectly to the economy of Arizona through expenditures for materials, supplies and outside services totaling nearly \$12,800,000. Staff salaries alone amounted to \$3,700,000 in demand for goods and services. ACI expenditures also resulted in the additional indirect economic impact including the creation of 336 new jobs and a corresponding demand of \$14,700,000 for additional goods and services.



OSAS Meets Challenges

The Office of Substance Abuse Services (OSAS) experienced a number of challenges in FY02. Overall, the OSAS approach to these challenges resulted in positive outcomes. The devastating events of September 11, 2001 had repercussions throughout this country in many areas. The State of Arizona, like many other states, saw itself forced to announce drastic budgetary cutbacks throughout all agencies. The Department of Corrections was hit particularly hard by these cutbacks and, as a result, the Office of Substance Abuse Services lost its operating budget, was forced to cancel all contracts with private substance abuse treatment providers and recruitment was halted for all vacant staff positions. Despite these obstacles, the OSAS staff became stronger and progressed forward through innovative approaches.

The Office of Substance Abuse Services turned to the community and asked for help in filling the gap in the pretreatment and structured treatment services area by asking for volunteers. A number of individuals came forward to assist in twelve-step support groups. The First Light/Hunger Foundation, a nonprofit organization also responded and offered to redesign and present the Awakening workshop to the female inmates at ASPC-Perryville at no cost to the Department. This program was later incorporated into the structured treatment program design. The Awakening program serves as an introduction to substance abuse treatment program by having inmates look inward and take full responsibility for what they do to themselves and helps them set up a new mindset of positive feelings about who they are and, most important, what they can become.

Another response came from the Arizona Cactus Pine Girl Scout Council. The Council offered to implement the Girl Scouts Beyond Bars program which is nationally recognized with proven success in promoting family reunification while helping young girls gain confidence. The format is designed to bring incarcerated mothers and their daughters

together through the formation of a Girl Scout troop in the prison environment. The participants meet twice per month to work together on troop projects, which include sessions on self-esteem, drug

abuse, relationships, and coping with family crises. The activities help to foster mother and daughter bonding. The program works jointly with ADC's education provider, Rio Salado Community College by linking parenting classes to the program.



INMATE PROGRAMS

To recover some of the lost treatment beds, OSAS designed two 15 bed structured treatment programs for male inmates at ASPC-Tucson and female inmates at ASPC-Perryville and pretreatment staff rallied together to implement the program.



Meanwhile, funding was sought through grant applications under the Residential Substance Abuse Treatment (RSAT) grant process. Three proposals were submitted which increased the in-house treatment programs to a 92 bed program for male inmates at the ASPC- Tucson Manzanita Unit called Men In Recovery (MIR), a 96 bed program for female inmates at the ASPC-Perryville San Pedro Unit called Women in Recovery (WIR) and an eighty bed program for male inmates at the ASPC-Eyman Cook Unit called Progressive Recovery (PR). Funding was awarded for all three programs. The awards provide the additional staff and resources needed to deliver an in-house structured treatment program.

The Women In Recovery and Men In Recovery programs are a new approach for ADC because it places special emphasis on reentry and family reunification during and after treatment. The program's format is a "stages of change" model, which recognizes the participant's continuum of awareness, motivation and readiness to take positive action. It is designed as a four-phase, 12 month, gender-responsive treatment and pre-release program. Progressive Recovery functions as a two-phase substance abuse treatment program for sex offenders. It envelops psychological, physiological, and social aspects of addiction.

Phase I is a structured one-year treatment program that includes assessment and a 46 week curriculum. Upon the completion of Phase I, inmates are offered a "continuing care" component (Phase II) which provides an ongoing support group until release.

In addition to these grant-funded programs, a new treatment program was implemented in FY02 for 96 female inmates convicted with DUI charges. This is the first DUI program established for female inmates and is located at the ASPC Perryville/Santa Maria Unit. This program is funded by the Alcohol Abuse Treatment Fund and is delivered by a non profit private contractor, TASC, Inc.



Education Programs Move Ahead

ADC provides educational services to inmates in four basic program areas:

Functional Literacy

As mandated under A.R.S. 31-229, all persons remanded to ADC's custody are tested upon arrival at the Reception Center using the Test for Adult Basic Education (TABE). Any inmate who does not receive a minimum eighth grade score in reading, language or math must attend Functional Literacy classes. Inmates in Functional Literacy are provided basic instruction in reading, language and math to bring their scores up to at least the eighth grade level. In FY 2002, an average of 1,839 inmates a month participated in Functional Literacy and a total of 6,199 inmates achieved the eighth grade literacy standard during the year.



GED Preparation

Any inmate who achieves the eighth grade Functional Literacy standard, or an incoming inmate who tests above the eighth grade standard, but who does not have a high school diploma or GED, may enroll in the GED program. The GED program provides instruction for those inmates who do not have a high school diploma or GED to enable them to successfully pass the GED test. In FY 2002, an average of 1,442 inmates a month participated in the GED program and a total of 874 inmates were awarded a GED certificate.

Vocational Education

ADC contracts with seven Community Colleges around the state to provide Vocational Education instruction to inmates who have a high school diploma or GED, but who have no identifiable work or employment skills. Vocational Education programs are designed to train inmates for work within the prison and to provide them with entry-level marketable skills. An inmate may enroll in a Vocational Education program if they do not have a high school diploma or GED if they concurrently enroll and actively participate in the GED Preparation program. In FY 2002, an average of 1,758 inmates a month participated in a Vocational Education program and a total of 1,508 certificates for completion of a Vocational Education program were awarded.

Special Education Program

Pursuant to A.R.S. 15-1372 and Federal Statutes, including the Individuals with Disabilities Education Act (IDEA), the Americans with Disabilities Act (ADA), and the Rehabilitation Act of 1974, section 504, ADC provides educational services to minors adjudicated as adults and sentenced to prison, as well as to inmates less than 22 years of age and inmates who have disabilities which may impede their progress in standard educational classrooms. In FY 2002, an average of 94 inmates with a Special Education Individual Education Plan (IEP) were enrolled in an education program.

Library Services Supports All Programs

The mission of the ADC libraries is to support, broaden, and strengthen all inmate programs (i.e., education, substance abuse, life skills, legal access and religious services) in the facilities. Because of the wide variety of education levels and needs of ADC inmates, fiction, nonfiction, general reference materials, magazines and newspapers are provided in a variety of reading levels, formats and subjects. In FY 2002, a total of 519,758 inmates visited the ADC libraries or submitted a request for materials and a total of 562,302 books were checked out.



STAFF RECRUITMENT AND RETENTION

GOAL 3: *To increase recruitment, retention and development of staff.*

ACJC Attends Driver Training

To assist a fellow criminal justice agency in receiving necessary training at low cost, ADC opened its Top Driver and Van Driver training programs to all employees of the Arizona Criminal Justice Commission (ACJC). Approximately twenty ACJC employees have completed the training to date. New ACJC employees will be sent to ADC Top Driver training upon hire.

NEO Program Under Revision

In response to employee suggestions as well as a need to provide new employee orientation in a more flexible format, ADC's former 40-hour classroom version of New Employee Orientation (NEO) is scheduled to be a thing of the past. Replacing it will be the ADC Orientation Manual (ADCOM), a guided workbook in which

students read critical information about working with inmates, take notes, and write important data. Students will keep their workbooks with



them on the job as a reference tool. The workbook will be issued on the first day of work, followed by a few short classroom sessions within the first few weeks.

Additionally contract workers, interns and volunteers will receive orientation in this new format. This important step standardizes the training received by these groups and ensures everyone has a reference guide to refer to when problems arise. A TQM Group on Contractor Training is to be credited with the concept of a more flexible method for training contract workers, interns, and volunteers, whose training needs vary widely.

Training Officers Certified

In FY 2002, in partnership with the Arizona Government University (AZGU), many Training Officers became certified by Arizona's Community Colleges to teach approved Workforce Development courses for college credit. When such courses are offered on ADC premises taught by a Workforce Development-certified instructor, participants are eligible to receive community college credit.

Support Staff's Needs Assessed

A detailed training needs assessment was conducted during FY 2002 for administrative support and technical staff, who are typically not the focus of training within the agency. Researchers conducting the needs assessment reviewed job descriptions for such diverse jobs as personnel analyst, budget analyst, administrative secretary, electronic data input operator, warehouse worker, and many other positions to identify skill sets that might be appropriate targets for training. An extensive questionnaire was then sent to people occupying these positions inquiring what types of training they felt they needed. Data was collected and analyzed. A new set of training material focusing on administrative support skills was scheduled to be developed during the next fiscal year. The first of these, "How to Take Meeting Minutes," has been piloted and a video has been produced. Other topics scheduled for development are supply inventory and ordering, telephone etiquette, and e-mail etiquette.

Training in Alternative Formats

In response to the Department's need for training using methodology other than traditional classroom settings, the Staff Development and Training Bureau developed a system under which a series of management and personal improvement books could be read for training credit. Additionally, a series of self-paced training was added, in which the employee checks out an informative booklet, then takes a final exam on the material. These alternative methods allow instruction to continue in the absence of resources.

STAFF RECRUITMENT AND RETENTION

CARE Implemented

Correctional staff with inmate contact are required to take CPR/Basic Life Support biannually. To support an accreditation achieved by the ADC Health Services group, this same cohort of employees also takes classes biannually on recognizing serious mental health problems and suicide prevention. During FY 2002, the Training Bureau combined those courses into a single eight-hour class called Correctional Analysis and Response to Emergencies (CARE). The combination assured that steps taken to manage one type of emergency are not detrimental in handling others.

Parole Officers Receive Arming Training

In April and May 2002, fifty-eight Parole Officers were trained and armed for personal protection only, as part of a program to arm Parole Officers in connection with their duties. The Staff Development and Training Bureau's Community Corrections Training Officer planned and executed the weapons training effort.

Corrections Degree Program Established

During FY 2002, recognizing the challenges specific to working with incarcerated offenders, ADC and Rio Salado College collaborated to design an Associates Degree in Applied Science in Corrections to help employees balance academic pursuits with family responsibilities, changing work schedules, reassignments, and relocations.

Officers are awarded maximum credit for completing ADC training programs at the Correctional Officer Training Academy (COTA), Sergeants' Leadership Academy, and Professional Development Program I. Students are then

able to complete the balance of the degree program via distance learning technology from anyplace in the state. The new Corrections degree is a significant positive step toward enhancing the general education level of the ADC workforce.

Department Helps Employees Seeking Higher Education

ADC places a considerable value on the higher education of its employees and supports this to the degree possible, given budget limitations, by offering a tuition assistance program. For the first two quarters of fiscal year 2002, a quarterly average reveals that approximately 300 employees were participating in the tuition reimbursement program, taking an average of more than 1,800 college credit hours each quarter. The Department's monetary contribution to this educational achievement averaged approximately \$ 175,000 per quarter. When budgetary conditions improve, it is anticipated that this valuable program will be reinstated.

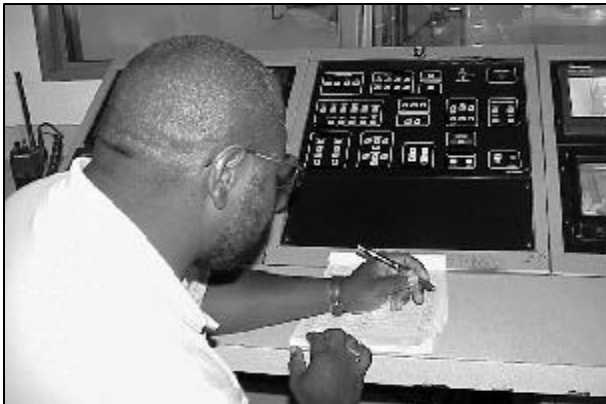
Bureau Employees Recognized for Excellence

Training Officer Eva Reynolds Martony was named "Best in the Business" for 2002 by the American Correctional Association (ACA) for her significant contributions to training, both at the Department and nationally, through her leadership in developing a Wardens' Training Academy to be taught at the U. S. Department of Justice (USDOJ) National Training Academy in Longmont, Colorado.

Ruth Ann LeFebvre and Scott Anderson of the ADC Video Studio were awarded First Place at the ACA 2002 Video Festival in the category "Produced by a Correctional Facility/Agency" for the video "Handling Suspicious Mail." This video is the latest in a long series of awards received by the ADC Video Studio for its high caliber work.

TECHNOLOGY AND INNOVATION

GOAL 4: *To improve Department operations through technology and innovation.*



Security Enhanced

During FY 02, IT developed and implemented several PC and server-based applications that enhance ADC operations. Security was tightened down systemwide to ensure that only authorized personnel were accessing data. The responsibility for access to the Adult Inmate Information Management System (AIMS) was placed in the hands of the AIMS Coordinators at the institutions to further ensure that the proper security was in place.

Inmate Education and Management Reporting Project Initiated

A project was begun early in the year to create a base of information that could be used to perform trend analysis and capture information concerning the inmate education programs. The project was geared to employ a new server based software technique that would take advantage of Internet browser based technology. This technology, called .NET, provides a centralized capture of educational data and enables the Department to save money. Savings realized in the area of computer equipment, travel and maintainability of the actual applications software. The greatest savings are realized in the equipment area. PC computers can still be used “as is” because the software resides only at the central office and communications with the system is over the Department’s Intranet by utilizing the Internet browser.

AIMS was also enhanced to capture individual inmate literacy and psychological testing results that are processed by an outside psychological evaluation company located in Atlanta, Georgia.

AIMS Help Functions Added

For many years, the Department recognized the need for AIMS Documentation. During the past fiscal year the documentation was added to the online environment in the form of AIDE and NEWS. AIDE provides the user with current information regarding the functions of the AIMS screens and a tutorial on how to use the system. The NEWS provides a synopsis of recent updates to the AIMS system and can also be used as a bulletin board.



AIMS Efficiency Improved

Cost analysis ascertained that executing the full inmate record transaction was a major expense to ADC. A lot of processing time was spent in paging through an inmate’s record before the actual data that was needed was could be accessed. As a result, a new transaction was created. It segments the inmate’s record into functional areas that allow the user to retrieve specific data more efficiently and more quickly. It also provides the user the capability to retrieve information, such as classification data, for a specific date without the necessity of paging through an

entire record. The transaction is patterned after the Inmate Web's view of inmate information.



Other technological innovations included:

- A joint project combining the resources of IT, Prison Operations and the Financial Service Bureau which automated the receipt of money sent through the mail to inmates.
- A joint project combining the resources of IT and the Financial Service Bureau which automated the transmission of court ordered restitution to Maricopa County.

Department Aids ATF

At the request of the Allied Tactical Force (ATF) after the 9-11 incident, a reporting process was put in place to identify released inmates who have committed certain crimes. This report provides ATF the capability of monitoring these released inmates much closer. The ATF advised the Department that the very first report helped with the arrest of released inmates who had committed new crimes or violated their release conditions.

Housing Issues Identified

In FY 2002, Information Technology (IT) created and tested an automated means for Classification Staff to monitor inmates that pose a safety or security risk. The transaction identifies inmates that cannot be housed with other

inmates and significantly improves the early detection of potentially dangerous inmate situations that could lead to problems for other inmates and staff. When a movement of an inmate is proposed, the transaction automatically provides a list of inmates with whom the transferring inmate cannot be housed saving staff time and precludes a mistake being made that could threaten the safety of the inmate or Corrections Officers.

New Computer Application Tracks Employee Information

In order to better evaluate an employee's performance, the Department implemented a new computer program. A portion of the application is used by the Employee Relations Unit to track actions incurred against an employee as well as track current evaluations about the employee. It monitors and tracks employee disciplines, appeals, fitness for duty and other types of information, such as employee awards that affects an employee.

This application successfully utilizes a "relational database" methodology. It produces a stable and flexible product that tracks employee relation cases. The relational database solution does not have a limitation on the number of simultaneous users. The application runs on all Windows Operating systems, including the new XP system.

The software was developed employing an object-oriented method of programming that provides easier maintenance and allows an easier transition to a browser-based product. It also provides a "point and click" technique that allows data to be derived by the software based on the option selected.

Prison WAN Improved

During FY 02 there were two ADC Wide Area Network (WAN) migrations - ASPC-Phoenix and ASPC-Phoenix/Globe. These migrations improved communication through expanded internal and external e-mail and document transfer capabilities. It improved information ac-

TECHNOLOGY AND INNOVATION

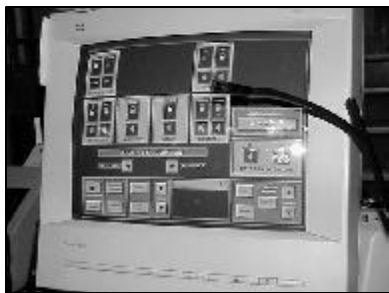
cess through expanded Internet and Intranet capabilities as well as cost saving realized by the termination of local service provider accounts at the remote sites and also improved mainframe connection by increasing transaction speeds of lookup and data entry efficiency and productivity.

It has resulted in substantial cost savings through the reduction of long distance phone calls and travel resulting from improved information dissemination (i.e. e-mail and file transfer), the elimination of outside or Contract Project Management and significantly reduced expensive and labor-intensive legacy hardware and software.

Three additional sites have been positioned for WAN expansion: ASPC-Douglas, ASPC-Florence and ASPC-Safford. Routers and switches have been put into place at these sites providing limited communication. As a result, these sites now have high speed Internet, Intranet and fast Mainframe Transaction speed.

Analog Line Deactivation Saves Money

The 9.6 Deactivation Project involved the deactivation of 9.6 analog lines throughout our Agency. These lines historically have provided AIMS connectivity at the Department's remote sites but are now considered to be outdated legacy technology and are no longer cost effective to maintain. Network Services has consolidated the legacy AIMS 9.6 network with the emerging Local Area Networks at remote sites to effect significant cost savings. It is estimated that the Agency will save \$12,500 per month or \$150,000 annually in 9.6 line charges alone in FY 2003.



Equipment Evaluation Begun

In conjunction with IT Applications and IT Telecom, Network Services has revised and updated DO102. IT will be in the historically unique position to begin evaluating our current equipment and software against a standard. IT will now be able to establish a truly empirical Agency Technology Life Cycle Management and Replacement Process.



Infrastructure Upgraded

In conjunction with IT Telecom, Network Services has upgraded the infrastructure at the Agencies 1601/1645 Central Office site. A gigabyte switch was installed at the central core and 100-megabyte switches replaced 10-megabyte switches in the phone closets. This was done to improve network performance during periods of peak usage. This project was started and completed after regular hours producing very minimal disruption to ADC staff.

New Servers Installed

Servers were replaced at ASPC-Perryville and new servers were installed at ASPC-Lewis. One of the servers replaced at Perryville was at the Health Services unit. The replacement servers provided the opportunity to consolidate networks at Perryville saving the Department money.

Remote Access Enhanced

This project represents a major milestone for the Department. It provides a secure remote access capability to the ADC WAN via high-speed cable modems and web enabled GroupWise access via the Internet. An employee has the ability to communicate at any hour from anywhere there is a web-enabled computer. So now, a staff member can efficiently and effectively send and receive e-mail, whether they are at home or on the road. This not only saves time, but it provides a cost savings of man-hours that are sometimes spent in trying to remember needed communication.

An e-mail virus scan was implemented so that all incoming Internet e-mail is scanned for viruses. As a result, any viruses attached to an e-mail message are quarantined, cleaned before being forwarded to the recipient.

ACI Access to WAN Implemented

The Arizona Correctional Industries (ACI) Local Area Network (LAN) was migrated onto the ADC WAN. It provides ACI with the same Remote Access capability as the rest of the Department, improves IT's ability to provide IT network support and provides GroupWise Proxy capability.



GroupWise System Upgraded

The GroupWise e-mail system was upgraded to improve remote access capabilities. IT also learned that Novell would no longer support the older versions of GroupWise. The upgrade improved the gateway, which interfaces with the Internet and provided a Web enabled user interface.

Software Upgrades Reduce Costs

Institutional Health Services units were provided Internet accessing via the CIPS network, allowing pharmacists the ability to order pharmaceuticals online. This provides substantial cost savings to the Department.

Additionally, mainframe software upgrades at the Department of Administration (DOA) mandated that ADC upgrade their emulation software for continued connectivity. This required software installation on approximately 3000 workstations within the agency attached to the ADC WAN.

The software did not require PC upgrades. Additional cost savings were realized because the upgrade allowed the removal of expensive legacy gateway software and servers as well as associated costly analog lines.



INMATE HEALTH CARE

GOAL 5: *To provide cost-effective, constitutionally-mandated correctional health care.*



New Deputy Director Named

ADC welcomed Dr. Robert Jones as the new Deputy Director of Health Services in September of 2001. Dr. Jones has built a successful career from a foundation of education and military experience. He was former Clinical Director for the Utah DOC and former Medical and Mental Health Director for the Montana DOC. He has commanded a US Army hospital and serves as a Colonel in the US Army Reserve. Dr. Jones is President of the American Correctional Health Services Association (an affiliate of American Correctional Association), and is a senior surveyor for the National Commission on Correctional Health Care.

Dr. Jones arrived at ADC in the midst of a very challenging time. Since the September 11th attack, we have witnessed significant changes in national security and the U.S. economy. Arizona has mirrored the national trends in many ways. Drastic budget reductions due to the deflated national economy, and severe internal state turmoil, significantly impacted the agency's health care. ADC was faced with a six-month hiring freeze, continued threat of state employee layoffs, and insufficient funds and staff to carry out constitutionally mandated health care for inmates. This prompted an imposed reorganization of the Division. Despite the tension and long hours expended to reorganize, redeploy and redesign a budget, which would support essential functions, many accomplishments and strengths were recognized.

ADC Health Services has capitalized on its resources, by restructuring personnel and practices. These are not ideal times and while in the past we were afforded training, communication/ technology and preventive health care opportunities, we have either put on hold, limited or ceased all nonessential functions and services. This crisis has brought about a rediscovery of the strength of our personnel and their public service commitment.



Health Services Retools Operation

Serious health care needs and communicable diseases such as Human Immunodeficiency Virus (HIV) and Hepatitis C have crippled health care budgets. ADC Health Services is continually searching for methods and practices to provide quality mandated health care within its limited resources. One such avenue has been a collaboration developed with the AIDS Drug Assistance Program (ADAP), a Federal Program operated by the Arizona Department of Health Services. Through this arrangement, HIV positive inmates are released with the required amount of HIV medications that are supplied by ADAP rather than ADC. This translates to a substantial savings to ADC, as well as to the State.

A short recap of the fiscal year's accomplishments include success in developing a discharge planning program for released HIV-positive inmates. By working with several agencies: Maricopa County Department of Public Health;

Arizona Department of Health Services; Arizona Health Care Cost Containment System (AHCCCS); Community Corrections; and community-based organizations such as Body Positive; ADC has created a continuity of care. The goal is to enable a released inmate to maintain his/her medication regimen and access to health care and counseling services upon release. This intervention is expected to create cost savings to ADC in meeting inmate serious health needs.



Nursing Program Continues Outreach

During the past year the Nursing Program has continued to struggle with recruitment and retention of licensed nurses, with vacancy rates ranging from 35%-56%. The Nursing Program Manager, currently a member of the Governor's Task Force on the Nursing Shortage, continues to grapple with these statewide and national issues. One attempt has been to partner with nursing schools to create interest for future recruitment. Student nurses at local community colleges and Northern Arizona University have completed more than 24 internships and clinical rotations in our prison clinics.



Health Services Rises to the Occasion

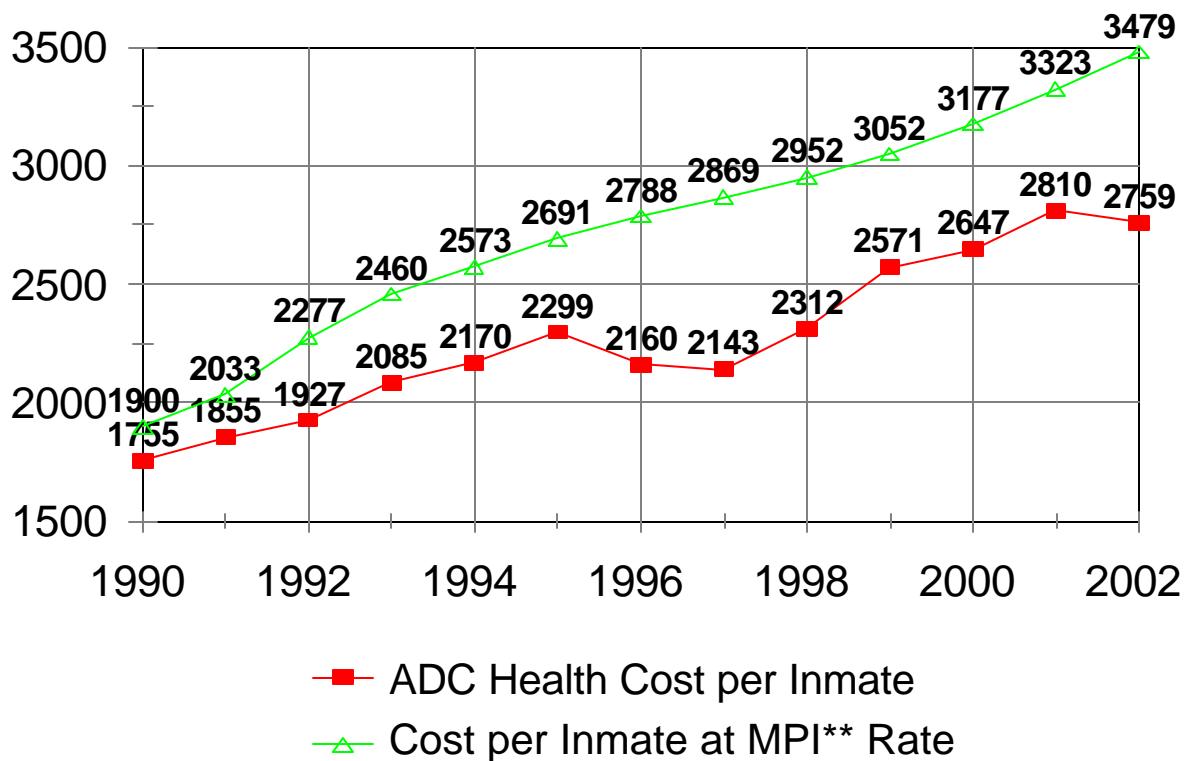
During this period of adverse conditions ADC staff has pulled together, and met the challenge. The best way to illustrate these concerted efforts is through the personal demonstrations and actions of individuals. ADC Health Services Central Office staff absorbed duties and shifts in the field. While maintaining their heavy administrative workload they worked routine schedules at the prison facilities every week. Assignments included direct care in medical, nursing, dental and pharmacy services. Non-licensed staff lent assistance in administrative and support areas such as making deliveries for medical and pharmaceutical needs, and clerical services. These efforts reduced the need for considerable overtime and temporary contracted services.

Although administration helped to somewhat reduce the workload of clinical field staff, the credit for maintaining the care and services during these critical times goes to the direct care staff.

Compounding the problems of an already stretched and overworked staff, the catastrophic Rodeo fire of the White Mountain region, began in June 2002. An evacuation center was established 15 miles from the Apache Unit. Nurses from the prison immediately began volunteering their off duty time to assist at the evacuation center. Some of them had taken the evacuees into their homes. The nurses and staff maintained positive attitudes while lending support, working full shifts in the prison, and juggling their off-duty hours.

INMATE HEALTH CARE

Inmate Health Care Costs*



ADC Health cost compared to National Index. This includes Mental Health and indirect costs.

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 |
|-----------------------------|------|------|------|------|------|------|------|
| ADC Health Cost per Inmate | 1755 | 1855 | 1927 | 2085 | 2170 | 2299 | 2160 |
| Cost per Inmate at MPI Rate | 1900 | 2033 | 2277 | 2460 | 2573 | 2691 | 2788 |

| | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 |
|-----------------------------|------|------|------|------|------|------|
| ADC Health Cost per Inmate | 2143 | 2312 | 2571 | 2647 | 2810 | 2759 |
| Cost per Inmate at MPI Rate | 2869 | 2952 | 3052 | 3177 | 3323 | 3479 |

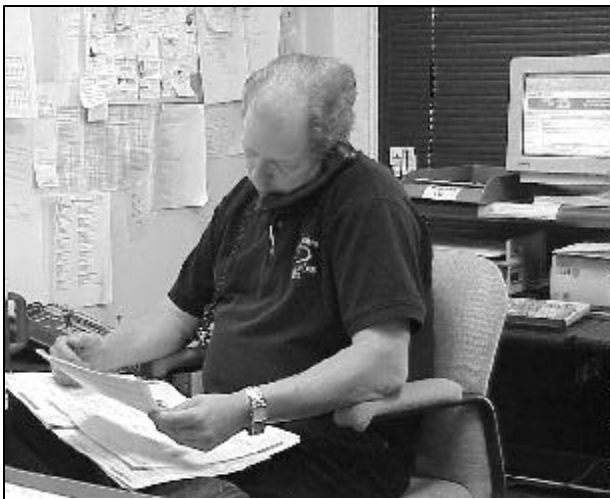
*All costs in dollars
 **Medical Price Index

OFFENDER COMMUNITY SUPERVISION

GOAL 6: *To maintain effective community supervision of offenders, facilitate their successful transition from prison to the community and return offenders to prison when necessary to protect the public.*

Community Corrections Works Cooperatively

The Community Corrections Division is composed of the administrative office of the Assistant Director, the Criminal Justice Support Bureau, and the Community Supervision Bureau. Both Bureaus actively integrate with the community to provide access to services for offenders and to enhance and expand partnerships with other criminal justice and state agencies.



Community Supervision Bureau

The Community Supervision Bureau oversees parole officers who supervise offenders under community supervision, including home arrest, by monitoring their compliance to Conditions of Supervision. Parole officers also conduct pre-placement investigations, make referrals for job placement, and refer offenders to contracted transitional services.

An average of 85 parole officers completed approximately 12,098 pre-placement investigations, 128,564 face-to-face offender contacts and 77,888 collateral contacts during FY 2002. Of the 9,736 released offenders under supervision, 64 percent either successfully completed their term of supervised release or remained under supervision

as of June 30, 2002. A total of 3,730 warrants of arrests were issued for offenders in serious violation of their conditions of supervision.

Substance Abuse Treatment

The Arizona Department of Corrections has an interagency service agreement with the Arizona Department of Health Services to access substance abuse treatment programs for offenders throughout the state. Offenders released under supervision who have a substance abuse history are referred by their parole officers for treatment to agencies within the geographic area where they reside. Treatment is funded by the Spirits Tax revenue. In FY 2002, there were 5,530 offenders who participated in substance abuse treatment while under supervision in the community.

Criminal Justice Support Bureau

The Criminal Justice Support Bureau assists the courts, law enforcement, and correctional and detention agencies at all levels with offender issues. These include fugitives, sex offenders, the interstate transfer of inmates under community supervision, and/or the revocation hearing process for offenders who seriously violate conditions of supervision and who pose a risk to the public.

In FY, 2002, the Interstate Compact (ISC) Unit processed 1,253 inmate requests for transfer of their supervision into or out of Arizona. During FY 2002, the ISC Unit accepted 260 offenders from other states to be supervised in Arizona, and 411 Arizona offenders were accepted for supervision in other states.

During FY 2002, the Criminal Justice Support Bureau reviewed 1,143 sex offender cases for applicability of community notification, registration and/or the sexually violent person law. Of these, 535 were subject to notification and 177 were subject to registration only. Also, 364 were screened and referred for mental health reports as part of the sexually violent person referral process. Of these, 53 inmate cases were submitted to county attorneys for civil commitment proceedings. Of the 53 cases

OFFENDER COMMUNITY SUPERVISION

submitted to the county attorney, 41 were referred for civil commitment and sent to the Arizona State Hospital.

Staffs of both Bureaus in the Division work in concert with one another to ensure due process is provided for released violators. The Board of Executive Clemency held 2,386 revocation hearings, and revoked the supervision of 2,367 offenders, or 99 percent of those cases. ADC conducted 23 revocation hearings on violators on Administrative Release or those on supervision under ISC and revoked all but one of them.

Arming Parole Officers

About a year and a half ago, the Director authorized parole officers and supervisors to arm under the Carrying a Concealed Weapons (CCW) Statute for the purpose of self-protection only. The Director's authorization was given in order to further the Department's efforts in creating a safer working environment for employees. The Assistant Director of the Community Corrections Division formed a Total Quality Management Committee in January of 2001 to address the issue of arming parole staff. The Committee made a number of recommendations to the Director, which established the parameters of officer arming. In FY 2001 the Director conditionally authorized the arming of parole staff provided that each individual met the Departments standards that he had previously approved.

The standards include the successful completion of: psychological testing, background investigation, training to include use of force, non-contact self-defense, Glock transition, OC spray and range qualification in order to meet both ADC and CCW standards. Everyone who met the Department's standards was referred to the Department of Public Safety for issuance of a CCW permit. The Director also authorized Community Corrections to purchase all the necessary equipment and weapons required to arm staff to include the purchase of protective vests. The initial group of parole officers met all the required standards in April 2002 and received their CCW permits. This group was armed in June 2002.

Risk Assessment for Community Notification

The Arizona Sex Offender Assessment Screening Profile for Regulatory Community Notification, known as the "Risk Assessment," was implemented as part of the Community Notification Law, effective June 1996. The Risk Assessment classifies sex offenders who have been released from Arizona prisons or who were placed on probation (after June 1996), into categories of risk in the community for recidivism. The Risk Assessment comprises nineteen different "risk factors". Each of these factors is assigned a score, which are then totaled to reflect the offender's overall risk score. Based upon the total score, offenders are placed into a level of notification, which is then used by law enforcement to notify the community of an offender's release from prison, or placement on probation through notification guidelines. Notification levels range from level one, which is the lowest risk, level two as intermediate risk, and level three which is the highest risk to the community. The Risk Assessment was originally adapted from an instrument previously used in Minnesota for similar community notification purposes.

On November 28, 2001, the Community Notification Guidelines Committee adopted a revised version of the Risk Assessment, which stemmed from a validation study conducted in 1998 and an expanded study completed in August 2000 by ADC research manager, Dr. Daryl Fischer. The results of the validation study utilizing Arizona data demonstrated that the instrument being used for community notification was a valid tool for predicting the recidivism of sex offenders within the community. The revised Risk Assessment still utilizes 19 different risk factors as part of the instrument; however, instead of only calculating a sex offense risk score, a general recidivism risk score is also included. The two risk scores complement each other in providing the best overall predictive value in determining sex offender recidivism in the community.

Additionally, the Sex Offender Coordination Unit (SOCU) within ADC uses the instrument as part of the screening process when processing the cases of convicted sex offenders who are subject to community notification prior to their release from prison, and/or their referral as sexually violent persons.



Does v. Stewart

Starting in 1995, numerous inmates in Protective Segregation (PS) status began to file lawsuits to enjoin ADC from implementing a plan to screen its PS population and transfer appropriately classified inmates to General Population (GP) units. In 1996, a class action lawsuit was initiated on behalf of all PS inmates. As a condition of settlement, ADC had issued Monitoring Reports addressing how the Department is making the transition to the DI 67

Protective Segregation Program. On June 19, 2002, the court dismissed the case pursuant to a stipulation entered into by the parties.

Comer v. Stewart

In 1997, inmate Robert Comer was convicted for murdering a stranger at a campground near Apache Lake and repeatedly raping a woman who had been camping at a nearby site. During the pendency of his appeal with the Ninth Circuit Court of Appeals, Comer notified the court that he wanted to withdraw his appeal, fire his lawyers and consent to his execution. His attorneys argued that he was not competent to make that decision. The Ninth Circuit remanded the case to the District Court to determine whether Comer is competent to withdraw his appeal and whether the severity of conditions on Death Row are such that would render Comer's withdrawal involuntarily. On June 20, 2002, U.S. District Court Judge Roslyn Silver ruled that Comer is competent and his decision to withdraw his appeal is voluntary. ADC is now awaiting action by the Ninth Circuit.

McDonald v. Thomas

In February, 2002, the Arizona Supreme Court ruled the release of inmate Kevin McDonald. According to the court's ruling, former Governor Fife Symington had not properly followed procedures established by a 1994 law when he denied a commutation which had been recommended by the State Board of Executive Clemency. The ruling stated that the commutation denial form was signed illegibly, and apparently by a Symington aide. Additionally, there was no indication that Symington himself decided the matter. At the end of the Fiscal Year approximately 37 inmates had been released as a result of this decision.

Ring v. Arizona

On June 24, 2002, the United States Supreme Court declared the death penalty sentencing process in Arizona unconstitutional, ruling that juries, not judges, must determine the facts that result in a sentence of death rather than a life sentence. Arizona is one of only 5 states where the judge, sitting alone, determines whether aggravating factors exist that can result in a death sentence after a murder conviction. During a Special Session in late July, the Legislature amended the state statutes to comply with the Ring case, ensuring that juries determine the penalty in capital cases.

Executions/Death Row

During FY 2002, no executions were carried out by ADC.





Earned Release Credits Revisited

In an effort to reduce overcrowding, the Legislature passed SB 1060 during the Regular Session. This bill was intended to allow inmates to earn release credits for their time spent in county jails. Earned released credit is calculated at one day for every six days served. Unfortunately, the bill did not include a retroactivity clause, so that the bill, as written, only applied to inmates with a date of offense after the effective date of the legislation. To remedy the situation, the Legislature corrected the error during the 5th Special Session. The provisions were scheduled to go into effect on October 30, 2002.

DNA Testing Expanded

Arizona currently requires DNA samples from persons convicted of the following offenses or the attempt to commit these offenses: public sexual indecency; sexual abuse; sexual conduct with a minor; sexual assault; child molestation; crimes against nature; lewd and lascivious acts; continuous sexual abuse of a child; incest; failure to comply with sex offender registration laws; burglary in the first and second degrees; 1st and 2nd degree murder; manslaughter; negligent homicide; 1st and 2nd degree burglary; and crimes involving the discharge, use or threatening exhibition of a deadly weapon or the intentional infliction of serious physical injury. SB 1396 expanded the list of crimes for which a person must submit a DNA sample to all felonies by January 2004.

ADC is required to obtain the sample within 30 days of the inmate's conviction.

ADC's Sunset Bill Approved

According to statute all state agencies must go through the a process to justify the need for continuing their unique missions. This is commonly referred to as the Sunset process. The Department of Corrections was scheduled to sunset on July 1, 2002. The House Public Institutions and Rural Affairs and Senate Judiciary Committee of Reference held a sunset review hearing for the ADC on December 13, 2001. The Committees recommended the continuation of the ADC for 10 years.

On the floor of the Senate, an amendment was added that would have provided for an oversight committee on Corrections. Because the Joint Select Committee on Corrections (JSCC) already exists, the Department was opposed to the creation of this new committee. Ultimately during a conference committee, the Legislature agreed to amend the provisions governing the existing committee to include additional members. Additionally, the Legislature expanded the statutory duties of JSCC to include the review of the policies and practices of the Department. The new legislation also permits the committee to make recommendations to the Legislature.

On May 28, 2002 Governor Hull signed HB 2065 into law. This ensures that ADC will continue to serve and protect the people of Arizona through FY 2012.

EMPLOYEE AWARDS

MERITORIOUS SERVICE AWARD

In recognition of duty performance exceeding the normal demands of the Department while demonstrating an exceptional degree of good judgement, initiative, and competence

Steven Arvallo
Antonio Baca
Harold Barrett
Ramon Billyard
Judith Brooks
James Cain
Laura Castleberry
Mario Diaz

Jeffrey Hrdina
Michael Mallett
Jesus Moreno
Stephen Nettles
Terrence Noon
Christopher Orthmann
Richard Santiago
Danny Smith

Valerie Stearns
Elsie Stowell
John Theisen
Carolyn Walker
Daryl Whipple
Michael Williams

DIRECTOR'S UNIT CITATION AWARDS

For a Department unit or group of employees for outstanding achievement or extra effort in the attainment of organizational goals or objectives

CISD Team, ASPC-Florence
Cocopah Unit, ASPC - Yuma
Complex Security, ASPC-Yuma
Coronado Unit, ASPC-Winslow
Maintenance Department, ASPC-Phoenix
Manzanita Unit, ASPC-Tucson

EMPLOYEE AWARDS

QUEST AWARDS

For employees who demonstrate excellence in their duties in a way that clearly reflects uncommon commitment to quality and excellence through initiative, diligence, and service

Richard Abrigo
Maggie Adams
Mary Alcoverde
Edward Alonzo
Alan Amstutz
Charles Baber
Evin Bailey
Danny Bailon
Evan Barkman
Helen Barreras
Carmen Barry
Marguerite Bousley
Johnnie Bowman
Carol Breton
Stephen Briones
Bruce Brodie
Colonel Brown
Frank Brown
Stacey Burgos
George Coleman
Joan Collins
Shane Cook
Charlotte Cooper
John Cowan
Kimberly Currier
Christopher Dempsey
Rex Dilyard
Pete Esqueda
Joe Estrada
Vincent Estrada
Deborah Ferguson
Kyle Fouts
Steve Fowler
Lisa Garbarino
James Gardner
Daniel Gil
Arthur Gooch
Gregg Gordon
Delores Gray
Randy Guice

Heather Hadden
Gayle Hamilton
Alexander Han
Betty Hathaway
Rebecca Hauser
Derek Hollroyd
Everett Hull
James Hummer
Steve Hyland
Terri Jacks
Richard Jaquez
Jeanette Johnson
Joseph Koolick
Betty Kotob
Michael Kozda
Lana Knuckey
Randi Lewis
Martha Macias
Faviola Maria
Salvador Martinez
David Matthews
Jason Maurry
Betty McCormick
Esther Mendez
Jason Mess
Julie Morrissey
James Nelson
Francisco Noriega
Veronica Ochoa
Jim Owens
Carolyn Patterson
Shannon Peck
Jeri Pepelnjak
Jacquelynn Pershing
Brenda Pogue
Paola Reyes
Aaron Reynolds
Bryan Rhein
D. J. Ridgley
Lisa Rivera

Becky Rodriguez
Joseph Rojas
Ricardo Rojas
Michael Romant
Michael Rubi
Daniele Russell
Kimberly Salas-Hangen
Aniz Salcido
Jose Salgado
Oscar Salias
Raymond Schmucker
Bruce Shiflet
Brenda Smith
Dorinda Smith
Ted Smith
David Staats
Terrison Stewart
John Stutzman
Lisa Svoboda
Chad Taylor
Rebecca Taylor
Terrance Taylor
Gabriele Tolliver
Stephen Tomak
Norman Twyford
Kenneth Vance, Jr.
Lidia Vargas
Grace Vasquez
Ricardo Villa
Kenneth Waldrige
Teresa Walton
Robert Watson
Tracy Wilson
Mary Wojtysiak
Thomas Wronekl, Jr.
Constance Yates
Oscar Yonnie
Steven Youngkrantz

LIFESAVING AWARDS

For acts that result in saving or preserving the life of a person who would otherwise have died without direct action by the rescuer

Lanetta Atkins
Edward Ballance
Paul Smith
Christopher White

COMMUNITY SERVICE AWARDS

For non-duty acts that involve heroism in the face of danger, preservation of another's life, or other significant acts of selflessness in support of community peace and public welfare, which reflects positively upon the Department

Rodlofo Acosta
Henry Barraza
Juan Herrera
Christopher Lillywhite
James McElhenny

SPECIAL RECOGNITION AWARDS

Special recognition given by the Director for other unique and special achievements and accomplishments

James McFadden, Warden, ASPC-Lewis
Glen Parin, Warden, ASPC-Tucson
Daniel Vannelli, Warden, ASPC-Winslow
Pamela Vannelli, Correctional Officer IV, ASPC-Winslow
Statewide Gleaning Project, ASPC - Perryville
Habitat for Humanity, ASPC - Tucson

RECOGNITION AWARDS BY FACILITY

Administrator of the Year
Scott Yates, ASPC - Tucson

Correctional Officer of the Year (Programs)
Gail Scherr, Correctional Officer III, ASPC - Tucson

Correctional Officers of the Year (Security)
Jorge Rosado, Correctional Officer, ASPC - Tucson
Denise Madrid, Correctional Officer, ASPC - Tucson

Supervisor of the Year
Betty Rehusch, Sergeant, ASPC - Tucson

EMPLOYEE AWARDS

LENGTH OF SERVICE AWARDS

Thirty Years

Ronald Brugman
Richard Cleland
Penny Collins
Dennis Hunt
Robert McNew
R.T. Trevillyan Jr.

Twenty-Five Years

David Alvarado
Terry Behm
Michael Durham
Sharon Goodwin
Lydia Johnson

Antonio Jurado
Charles Lopez
Jimmie McClellan
Linda McWilliams
Donna Peterson

Gary Romines
Charles Russell
Charles Smith
Alexander Wagner Jr.
William White

Twenty Years

Frank Alford
Donald Baker
William Baker
Willard Barlow
James Burns
Jose Cardenas
Francisco Corona
Timothy Crowley
Ellen Danser
Michael Dominiak
Glenn Few
Daryl Fischer
Edward Fiser
Gregory Fizer
Margarita Flores
Tommy Gallegos
Bruce Gregory
Evangeline Grubbe
Dennis Harkins
George Harris
Henry Harwell
Michael Hasson
Deborah Hegedus
Steven Heliotes
William Higginbotham

Timothy Hilling
John Kelly
Robert Kurtz
John Larkin
Christia Loughran
Thomas Lyerla
Milton Mahler
Victor Malkin
Gordon Marquart
Donna L. Marshall
Ernest Melcher
Edward Mihal
Ray Miller
George Miner
Charles Moorer
Ted Morris
Marv Moses
Cindy Neese
Robert Olding
Glen Parin
Michael Reichling
Barbara Ribbens
Constant Rodriguez Jr.
Sharon Rogers
Inez Ross

John Rupp Jr.
Patricia Sanders
Linda Saxon
Gail Scherr
Nancy Schoemig
Gillam Scogin
Sonja Sickler
Steve Sloboda
Gloria Smith
William Smith
Robert Soop
Cynthia Spafford
Harold Staweke
Perry Steadman
Terry Stewart
Carol Strub
Malcolm Thomas Jr.
Duane Ulrich
Daniel Vannelli
Javier Vega
Dorothy Vigil
Carlos Weekly
Richard Westervelt
Joseph Will
William Wood

AWARDS BY OUTSIDE ORGANIZATIONS

Best in the Business

Eva Reynolds Martony
The American Correctional Association

Agency Narcotics Detection Awards

ADC Northern Region 1st place and ADC Southern Region 2nd place
The 13th Annual Tucson Area Police Canine Trials

Individual Narcotics Detection Awards

Patrick Eville, Rebecca Moore, and Richard Parmer:
The 13th Annual Tucson Area Police Canine Trials

Outstanding Service Award

Chaplain Mike Linderman: Phoenix Elks Lodge-Law Enforcement and Fire Department

Awards of Merit

Ruth Ann LeFebvre and Scott Anderson:
Media Communications Association Annual Video Festival Awards

Sergeant Mark Dwyer Award and Sworn Reserve Officer of the Year

Bob Gilbert: Department of Public Safety

Gold and Silver Medals

Kevin Curran, Marty Hensley, and Angie Robideau:
Arizona Police Games

Prominent Recognition

Arizona State Prison Complex Winslow Wildland Fire Crew:
The Canadian Public Broadcasting Corporation

Heroic Recognition

Rodolfo Acosta
Tucson Police Department

INMATE CLASSIFICATION/CUSTODY LEVELS

ADC inmates are placed in facilities that are matched to the individual inmate's degree of Institutional Risk (of disruption to the safe, secure and orderly operation of an institution) and Public Risk (of violence and escape). Inmates are assigned Institutional Risk (I) Scores and Public Risk (P) Scores, which are then matched to facilities. Inmates may be placed temporarily or permanently in an institution with capabilities that exceed the inmate's P and I Scores, if necessary, but they may not be placed in a lower-level facility. The inmate classification levels are described in general in the following chart.

| Requirements | Levels 1 and 2 | Level 3 |
|-----------------------|---|---|
| Type of inmate | Those who present a minimal institutional and/or public risk | Those who present a moderate institutional and/or public risk |
| Security | <p>For Level 1 facilities, perimeter may be a line of demarcation establishing the institutional boundary with no containment necessary</p> <p>Level 2 requires at least a single fence, which serves as a line of demarcation and is necessary for the explicit enforcement of rules, but is not intended to function as a physical barrier by itself</p> <p>A few rooms for short-term confinement</p> <p>Minimal internal controls</p> | <p>A double-fenced perimeter</p> <p>At least two independent methods of observation, including an intermittent perimeter patrol; may include a combination of direct observation from internal posts and electronic monitoring systems</p> <p>Capable of securing an inmate with double occupancy at night</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>Moderate level of control</p> |
| Housing | Dormitories, multiple-occupancy rooms or individual rooms | Does not exceed dormitories, multiple-occupancy rooms or cells |
| Programs | All inside programs and work assignments | All inside programs and work assignments |

| Requirements | Level 4 | Level 5 |
|-----------------------|---|---|
| Type of inmate | Those who present a substantial institutional and/or public risk | Those who present a severe institutional and/or public risk |
| Security | <p>A double-fenced perimeter</p> <p>At least two independent methods of observation, including an intermittent perimeter control; may include a combination of direct observation from internal posts and electronic monitoring systems</p> <p>Capable of securing an inmate with double occupancy at night</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>Substantial level of control</p> | <p>A double-fenced perimeter</p> <p>At least two independent methods of observing the perimeter, which is typically in sight-line of a main tower</p> <p>Have a continuous perimeter patrol capable of apprehending an escapee</p> <p>Capable of securing inmates within units at night and any time necessary</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>High level of control</p> |
| Housing | Each cell must be capable of containing an inmate who makes consistent and continuous efforts to disrupt institutional order and discipline; does not exceed double-occupancy cell | Each cell must be capable of containing an inmate who makes consistent and continuous efforts to disrupt institutional order and discipline |
| Programs | Limited program access | Limited program access |

INMATE CLASSIFICATION/CUSTODY LEVELS

DESIGNATED CAPACITY BEDS BY CUSTODY LEVEL COMPARED TO INMATE CLASSIFICATIONS

MALE INMATES

| Level 2 | | | | Level 3 | | | |
|--------------------|---------------------------------|------------|-------|--------------------|---------------------------------|------------|-------|
| Designated Beds | Inmates Housed This Level | Difference | | Designated Beds | Inmates Housed This Level | Difference | |
| | | # | % | | | # | % |
| 7,645 | 8,980 | (1,335) | (15%) | 7,941 | 9,546 | (1,605) | (17%) |

| Level 4 | | | | Level 5 | | | |
|--------------------|---------------------------------|------------|----|--------------------|---------------------------------|------------|-------|
| Designated Beds | Inmates Housed This Level | Difference | | Designated Beds | Inmates Housed This Level | Difference | |
| | | # | % | | | # | % |
| 5,031 | 4,995 | 36 | 1% | 2,921 | 3,235 | (314) | (10%) |

FEMALE INMATES

| Level 2 | | | | Level 3 | | | |
|--------------------|---------------------------------|------------|------|--------------------|---------------------------------|------------|------|
| Designated Beds | Inmates Housed This Level | Difference | | Designated Beds | Inmates Housed This Level | Difference | |
| | | # | % | | | # | % |
| 960 | 995 | (35) | (4%) | 768 | 775 | (7) | (1%) |

| Level 4 | | | | Level 5 | | | |
|--------------------|---------------------------------|------------|-----|--------------------|---------------------------------|------------|-----|
| Designated Beds | Inmates Housed This Level | Difference | | Designated Beds | Inmates Housed This Level | Difference | |
| | | # | % | | | # | % |
| 474 | 367 | 107 | 29% | 240 | 210 | 30 | 14% |

PRISON FACILITIES



GREG FIZER
WARDEN

ASPC-DOUGLAS OPENED 1984

Units and Security Level

Gila: 2/males Mohave: 3/males
Maricopa: 2/males Papago: 2/DUI/males

Designated Capacity: 1,815
Population: 2,154
Percent Occupied: 119%
Budgeted Staff: 671

ASPC-EYMAN OPENED 1992

Units and Security Level

Cook: 3/males SMU I: 5/males
Meadows: 3/males SMU II: 5/males
Rynning: 4/males SMU II - minors: 5/males

Designated Capacity: 4,120
Population: 4,577
Percent Occupied: 112%
Budgeted Staff: 1,497



CHARLES GOLDSMITH
WARDEN



BENNIE ROLLINS
WARDEN

ASPC-FLORENCE OPENED 1909

Units and Security Level

CB-6: 5/males North I, II, III: 2/males
Central: 5/males South: 3/males
East: 3/males Picacho: 2/males
Health: 5/males

Designated Capacity: 3,280
Population: 3,746
Percent Occupied: 114%
Budgeted Staff: 1713

ASPC-LEWIS OPENED 1998

Units and Security Level

Barchey: 3/males Stiner-North: 3/males
Morey: 4/males Stiner-South: 2/males
Bachman: 2/males Buckley: 4/males

Designated Capacity: 3,800
Population: 4,058
Percent Occupied: 107%
Budgeted Staff: 1,573



WILLIAM S. GASPAR
WARDEN



MARY HENNESSY
WARDEN

ASPC-PERRYVILLE OPENED 1981

Units and Security Level

Complex, minors: 4/5/females San Pedro: 2/females
Lumley: 4/5/females Santa Maria: 2/females
Santa Cruz: 3/females

Designated Capacity: 2,278
Population: 2,165
Percent Occupied: 95%
Budgeted Staff: 761

PRISON FACILITIES



JUDY FRIGO
WARDEN

ASPC-PHOENIX OPENED 1979

Units and Security Level

Alhambra: 5/males Flamenco MH: 4/males, females
Globe: 2/males
Aspen SPU: 3/males

Designated Capacity: 802
Population: 940
Percent Occupied: 117%
Budgeted Staff: 447.5

ASPC-SAFFORD OPENED 1979

Units and Security Level

Fort Grant: 2/males Tonto: 3/males
Graham: 2/males

Designated Capacity: 1,453
Population: 1,797
Percent Occupied: 124%
Budgeted Staff: 442



ERNEST J. TRUJILLO
WARDEN

ASPC-TUCSON OPENED 1978

Units and Security Level

Cimarron: 3/4/males Rincon: 4/males
Echo: 2/males Rincon, minors: 4/males
Manzanita: 3/males SACRC: 2/females
Santa Rita: 2/3/males Winchester: 3/males

Designated Capacity: 3,520
Population: 3,874
Percent Occupied: 110%
Budgeted Staff: 1,260



CHARLES FLANAGAN
WARDEN

ASPC-WINSLOW OPENED 1986

Units and Security Level

Coronado: 2/males Apache: 2/males
Kaibab: 4/males

Designated Capacity: 1,626
Population: 1,792
Percent Occupied: 110%
Budgeted Staff: 594



DAVID CLUFF
WARDEN

ASPC-YUMA OPENED 1987

Units and Security Level

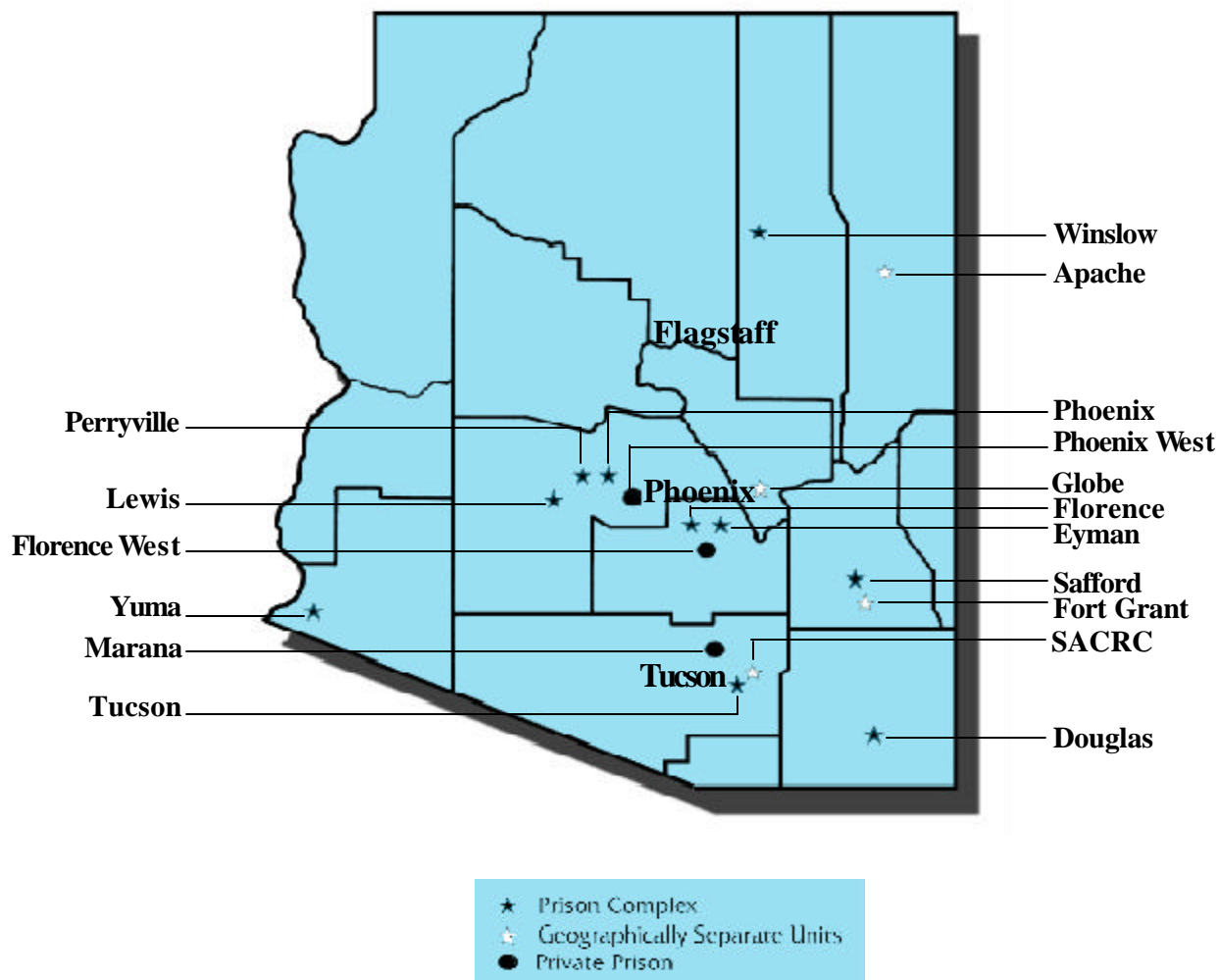
Cheyenne: 3/males Dakota: 4/males
Cocopah: 2/males

Designated Capacity: 1,850
Population: 2,159
Percent Occupied: 117%
Budgeted Staff: 712



IVAN BARTOS
WARDEN

Arizona Department of Corrections



PRIVATE PRISON FACILITIES AS OF JUNE 30, 2002

| PRISONS | SECURITY LEVEL/GENDER | DESIGNATED CAPACITY | POPULATION | PERCENT OCCUPIED |
|---|---------------------------------|---------------------|------------|------------------|
| Florence West Opened 1998 | 2/M DUI Return to Custody | 600 | 705 | 118% |
| Marana Community Correctional Treatment Center | DUI Subst2/M 2/F 2/M | 450 | 506 | 112% |
| Phoenix West Opened 1996 | DUI | 400 | 487 | 122% |

FY 2002 BUDGET APPROPRIATION

The Department's total FY 2002 operating budget expenditure authority was \$597,171,500, with 10,627.4 total full time employees. However, due to budget cuts enacted by the legislature during FY 2002, the ending FY 2002 operating budget expenditure authority was \$563,982,900 with 10,627.4 total full time employees. Details for the FY 2002 appropriation are shown below:

| <u>Authorized Expenditure Items</u> | <u>Appropriation</u> |
|---|-----------------------------|
| FY 2002 Original Continuation of Services Budget (CSB) | <u>\$593,620,100</u> |
| New Issues: | |
| Population Growth | (3,475,000) |
| Protective Services Unit | 205,300 |
| Original Correctional Officer Salary Increase | 5,542,200 |
| Original Pay Raises | <u>1,278,900</u> |
| Total New Issues | <u>3,551,400</u> |
| Total Original Expenditure Authority | <u>597,171,500</u> |
| Budget Adjustments: | |
| New Pay Raise | 1,047,300 |
| 4% Budget Reduction | (35,155,500) |
| Health Care Supplemental Funding | 8,500,000 |
| Less Pay Raises | (6,821,100) |
| .25% Budget Reduction | (1,359,300) |
| Partial Restoration of Budget Reduction | <u>600,000</u> |
| Total Budget Adjustments | <u>(33,188,600)</u> |
| Revised Expenditure Authority | <u>\$563,982,900</u> |

BUDGET/PER CAPITA

| ADC DAILY PER CAPITA COSTS COMPARISON WITH NATIONAL COSTS ¹ | | | | | |
|---|---------------------|---------------------------------------|--------------------|---------|----------------------|
| Fiscal Year | ADC Per Capita Cost | National Per Capita Cost ² | Difference Per Day | ADC ADP | Total Cost Avoidance |
| 1992 ³ | \$43.66 | \$50.22 | -\$6.56 | 14,970 | \$35,942,371 |
| 1993 | \$43.21 | \$52.38 | -\$9.17 | 16,293 | \$54,533,486 |
| 1994 | \$43.89 | \$53.24 | -\$9.35 | 17,737 | \$60,531,947 |
| 1995 | \$44.79 | \$53.85 | -\$9.06 | 19,542 | \$64,623,440 |
| 1996 ³ | \$45.62 | \$54.25 | -\$8.63 | 20,742 | \$65,515,266 |
| 1997 | \$48.29 | \$55.21 | -\$6.92 | 21,588 | \$54,526,970 |
| 1998 | \$50.25 | \$56.10 | -\$5.85 | 22,593 | \$48,241,703 |
| 1999 | \$52.81 | \$57.92 | -\$5.11 | 24,029 | \$44,817,689 |
| 2000 ³ | \$56.55 | \$61.04 | -\$4.49 | 24,614 | \$40,449,171 |
| 2001 | \$58.51 | \$62.66 | -\$4.15 | 25,261 | \$38,264,100 |
| Ten-Year ADC Cost Avoidance Compared to the National Average | | | | | \$507,446,143 |

¹ Some figures revised from previous years.

² *Correctional Yearbook* figures for calendar years.

³ Leap Year

| ADC PER CAPITA COSTS FISCAL YEAR 2002 | | | | |
|--|--------------------------|--------------------|-----------------|------------|
| Inmate Category | Average Daily Population | Total Expenditures | Cost Per Inmate | |
| | | | Annual Cost | Daily Cost |
| Prisons | 26,624 | \$519,309,316 | \$19,505 | \$53.44 |
| Privatized Prisons | 1,442 | \$21,938,300 | \$15,214 | \$41.68 |
| County Jails | 209 | \$2,066,903 | \$9,889 | \$27.09 |
| Community Supervision | 3,535 | \$9,334,121 | \$2,640 | \$7.23 |

STATISTICAL INFORMATION

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POPULATION GROWTH HIGHLIGHTS

The inmate population grew 7.4% reaching a record high of 29,273 on June 30, 2002.

Monthly inmate population growth increased from 72 per month during FY 2001 to 167 per month during FY 2002.

Inmate admissions increased by 9.7% from FY 2001 to FY 2002, with total FY 2002 admissions of 15,854.

Repeat offender admissions increased 10.4% from FY 2001 to FY 2002, while first time offender admissions increased 9.4%.

Increases in admissions occurred in the categories of Crimes Against Persons (5.3%), Property Crimes (21.7%), Dangerous Drugs (1.1%), and DUI (13.7%).

Admissions of offenders under the age of 30 increased by 12.7% and admissions of offenders age 30 or over increased by 7.8%.

Inmate Committed Population as of June 30, 2002

SENTENCE LENGTHS BY GENDER

| | Male | Percent | Female | Percent | Total | Percent |
|--------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| 0-6 Months | 344 | 1.3% | 38 | 1.6% | 382 | 1.3% |
| 7-12 Months | 862 | 3.2% | 198 | 8.4% | 1,060 | 3.6% |
| 13-18 Months | 688 | 2.6% | 143 | 6.1% | 831 | 2.8% |
| 19-24 Months | 808 | 3.0% | 120 | 5.1% | 928 | 3.2% |
| 25-30 Months | 2,421 | 9.0% | 346 | 14.7% | 2,767 | 9.5% |
| 31-36 Months | 1,056 | 3.9% | 139 | 5.9% | 1,195 | 4.1% |
| 37-42 Months | 1,985 | 7.4% | 227 | 9.6% | 2,212 | 7.6% |
| 43-48 Months | 927 | 3.4% | 161 | 6.8% | 1,088 | 3.7% |
| 49-54 Months | 1,163 | 4.3% | 109 | 4.6% | 1,272 | 4.3% |
| 55-60 Months | 2,104 | 7.8% | 190 | 8.0% | 2,294 | 7.8% |
| 61-72 Months | 1,469 | 5.5% | 135 | 5.7% | 1,604 | 5.5% |
| 73-84 Months | 1,735 | 6.4% | 122 | 5.2% | 1,857 | 6.3% |
| 85-96 Months | 1,296 | 4.8% | 59 | 2.5% | 1,355 | 4.6% |
| 97-108 Months | 562 | 2.1% | 30 | 1.3% | 592 | 2.0% |
| 109-120 Months | 1,477 | 5.5% | 52 | 2.2% | 1,529 | 5.2% |
| 121-132 Months | 787 | 2.9% | 42 | 1.8% | 829 | 2.8% |
| 133-144 Months | 704 | 2.6% | 34 | 1.4% | 738 | 2.5% |
| 145-156 Months | 416 | 1.5% | 16 | 0.7% | 432 | 1.5% |
| 157-168 Months | 397 | 1.5% | 14 | 0.6% | 411 | 1.4% |
| 169-180 Months | 775 | 2.9% | 30 | 1.3% | 805 | 2.7% |
| 181-192 Months | 420 | 1.6% | 13 | 0.6% | 433 | 1.5% |
| 193-204 Months | 396 | 1.5% | 8 | 0.3% | 404 | 1.4% |
| 205-216 Months | 220 | 0.8% | 11 | 0.5% | 231 | 0.8% |
| 217 Months or More | 2,719 | 10.1% | 77 | 3.3% | 2,796 | 9.6% |
| Life | 1,061 | 3.9% | 45 | 1.9% | 1,106 | 3.8% |
| Death | 120 | 0.4% | 2 | 0.1% | 122 | 0.4% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

FELONY CLASS BY GENDER

| | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Class 1 | 1,362 | 5.1% | 90 | 3.8% | 1,452 | 5.0% |
| Class 2 | 7,022 | 26.1% | 542 | 23.0% | 7,564 | 25.8% |
| Class 3 | 8,546 | 31.8% | 562 | 23.8% | 9,108 | 31.1% |
| Class 4 | 6,718 | 25.0% | 728 | 30.8% | 7,446 | 25.4% |
| Class 5 | 1,038 | 3.9% | 117 | 5.0% | 1,155 | 3.9% |
| Class 6 | 1,928 | 7.2% | 311 | 13.2% | 2,239 | 7.6% |
| Other | 298 | 1.1% | 11 | 0.5% | 309 | 1.1% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Committed Population figures reflect the "inside" portion of the Department's official total count for June 30, 2002

Inmate Committed Population as of June 30, 2002

COUNTY OF COMMITMENT

| County | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Apache | 78 | 0.3% | 6 | 0.3% | 84 | 0.3% |
| Cochise | 417 | 1.5% | 54 | 2.3% | 471 | 1.6% |
| Coconino | 482 | 1.8% | 26 | 1.1% | 508 | 1.7% |
| Gila | 332 | 1.2% | 18 | 0.8% | 350 | 1.2% |
| Graham | 173 | 0.6% | 17 | 0.7% | 190 | 0.6% |
| Greenlee | 49 | 0.2% | 2 | 0.1% | 51 | 0.2% |
| La Paz | 134 | 0.5% | 14 | 0.6% | 148 | 0.5% |
| Maricopa | 16,783 | 62.4% | 1,530 | 64.8% | 18,313 | 62.6% |
| Mohave | 993 | 3.7% | 111 | 4.7% | 1,104 | 3.8% |
| Navajo | 412 | 1.5% | 40 | 1.7% | 452 | 1.5% |
| Pima | 4,570 | 17.0% | 336 | 14.2% | 4,906 | 16.8% |
| Pinal | 677 | 2.5% | 53 | 2.2% | 730 | 2.5% |
| Santa Cruz | 85 | 0.3% | 6 | 0.3% | 91 | 0.3% |
| Yavapai | 795 | 3.0% | 69 | 2.9% | 864 | 3.0% |
| Yuma | 808 | 3.0% | 71 | 3.0% | 879 | 3.0% |
| Out of State | 124 | 0.5% | 8 | 0.3% | 132 | 0.5% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

CLAIMED EDUCATION LEVEL

| Education | Male | Percent | Female | Percent | Total | Percent |
|------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| None | 294 | 1.1% | 4 | 0.2% | 298 | 1.0% |
| Elementary | 3,139 | 11.7% | 259 | 11.0% | 3,398 | 11.6% |
| Secondary | 9,723 | 36.1% | 731 | 31.0% | 10,454 | 35.7% |
| GED | 8,873 | 33.0% | 810 | 34.3% | 9,683 | 33.1% |
| H. S. Graduate | 3,650 | 13.6% | 408 | 17.3% | 4,058 | 13.9% |
| 2 Years College | 1,002 | 3.7% | 125 | 5.3% | 1,127 | 3.8% |
| 4 Years College | 70 | 0.3% | 14 | 0.6% | 84 | 0.3% |
| Bachelors Degree | 132 | 0.5% | 8 | 0.3% | 140 | 0.5% |
| Graduate Degree | 29 | 0.1% | 2 | 0.1% | 31 | 0.1% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2002

COMMITMENT OFFENSES

| Offenses | Male | Percent | Female | Percent | Total | Percent |
|------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Against Persons | | | | | | |
| Homicide | 2,311 | 8.6% | 181 | 7.7% | 2,492 | 8.5% |
| Kidnapping | 509 | 1.9% | 14 | 0.6% | 523 | 1.8% |
| Sexual Assault | 1,499 | 5.6% | 15 | 0.6% | 1,514 | 5.2% |
| Robbery | 2,152 | 8.0% | 103 | 4.4% | 2,255 | 7.7% |
| Assault | 3,431 | 12.7% | 151 | 6.4% | 3,582 | 12.2% |
| Subtotal | 9,902 | 36.8% | 464 | 19.7% | 10,366 | 35.4% |
| Property | | | | | | |
| Arson | 66 | 0.2% | 10 | 0.4% | 76 | 0.3% |
| Burglary | 2,352 | 8.7% | 86 | 3.6% | 2,438 | 8.3% |
| Larceny | 1,417 | 5.3% | 195 | 8.3% | 1,612 | 5.5% |
| Vehicle Theft | 892 | 3.3% | 77 | 3.3% | 969 | 3.3% |
| Forgery-Fraud | 1,034 | 3.8% | 341 | 14.4% | 1,375 | 4.7% |
| Other Property | 664 | 2.5% | 73 | 3.1% | 737 | 2.5% |
| Subtotal | 6,425 | 23.9% | 782 | 33.1% | 7,207 | 24.6% |
| Morals-Decency | | | | | | |
| Dangerous Drugs | 4,710 | 17.5% | 801 | 33.9% | 5,511 | 18.8% |
| Sex Offenders | 1,539 | 5.7% | 13 | 0.6% | 1,552 | 5.3% |
| Other Morals-Decency | 117 | 0.4% | 34 | 1.4% | 151 | 0.5% |
| Subtotal | 6,366 | 23.7% | 848 | 35.9% | 7,214 | 24.6% |
| Public Order | | | | | | |
| DWI | 2,253 | 8.4% | 148 | 6.3% | 2,401 | 8.2% |
| Other Public Order | 1,209 | 4.5% | 73 | 3.1% | 1,282 | 4.4% |
| Subtotal | 3,462 | 12.9% | 221 | 9.4% | 3,683 | 12.6% |
| Miscellaneous | 757 | 2.8% | 46 | 1.9% | 803 | 2.7% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |
| Sentencing Code | | | | | | |
| Truth in Sentencing | 22,741 | 84.5% | 2,239 | 94.8% | 24,980 | 85.3% |
| Old Code | 4,171 | 15.5% | 122 | 5.2% | 4,293 | 14.7% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2002

RACE GROUPS

| Race Group | Male | Percent | Female | Percent | Total | Percent |
|------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Caucasian | 11,788 | 43.8% | 1,295 | 54.8% | 13,083 | 44.7% |
| African American | 3,762 | 14.0% | 345 | 14.6% | 4,107 | 14.0% |
| Native American | 1,258 | 4.7% | 150 | 6.4% | 1,408 | 4.8% |
| Spanish Origin | 9,676 | 36.0% | 543 | 23.0% | 10,219 | 34.9% |
| Asian/Pacific Islander | 53 | 0.2% | 10 | 0.4% | 63 | 0.2% |
| Other | 375 | 1.4% | 18 | 0.8% | 393 | 1.3% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

AGE GROUPS

| Age | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| 17 and Under | 147 | 0.5% | 1 | 0.0% | 148 | 0.5% |
| 18-20 | 1,368 | 5.1% | 79 | 3.3% | 1,447 | 4.9% |
| 21-24 | 3,717 | 13.8% | 243 | 10.3% | 3,960 | 13.5% |
| 25-29 | 4,497 | 16.7% | 372 | 15.8% | 4,869 | 16.6% |
| 30-34 | 4,465 | 16.6% | 508 | 21.5% | 4,973 | 17.0% |
| 35-39 | 4,270 | 15.9% | 477 | 20.2% | 4,747 | 16.2% |
| 40-44 | 3,636 | 13.5% | 353 | 15.0% | 3,989 | 13.6% |
| 45-49 | 2,271 | 8.4% | 201 | 8.5% | 2,472 | 8.4% |
| 50-54 | 1,227 | 4.6% | 79 | 3.3% | 1,306 | 4.5% |
| 55-59 | 678 | 2.5% | 26 | 1.1% | 704 | 2.4% |
| 60 or Older | 636 | 2.4% | 22 | 0.9% | 658 | 2.2% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2002

MARITAL STATUS

| | Male | Percent | Female | Percent | Total | Percent |
|---------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Single | 17,259 | 64.1% | 1,231 | 52.1% | 18,490 | 63.2% |
| Legally Married | 5,638 | 20.9% | 489 | 20.7% | 6,127 | 20.9% |
| Separated | 429 | 1.6% | 136 | 5.8% | 565 | 1.9% |
| Divorced | 3,064 | 11.4% | 406 | 17.2% | 3,470 | 11.9% |
| Widowed | 178 | 0.7% | 68 | 2.9% | 246 | 0.8% |
| Common-Law Marriage | 93 | 0.3% | 7 | 0.3% | 100 | 0.3% |
| Unknown | 251 | 0.9% | 24 | 1.0% | 275 | 0.9% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NUMBER OF DEPENDENTS

| | Male | Percent | Female | Percent | Total | Percent |
|---------------|---------------|---------------|--------------|---------------|---------------|---------------|
| None | 11,188 | 41.6% | 744 | 31.5% | 11,932 | 40.8% |
| One | 5,370 | 20.0% | 426 | 18.0% | 5,796 | 19.8% |
| Two | 4,464 | 16.6% | 473 | 20.0% | 4,937 | 16.9% |
| Three | 2,768 | 10.3% | 342 | 14.5% | 3,110 | 10.6% |
| Four | 1,413 | 5.3% | 181 | 7.7% | 1,594 | 5.4% |
| Five | 713 | 2.6% | 96 | 4.1% | 809 | 2.8% |
| Six | 376 | 1.4% | 54 | 2.3% | 430 | 1.5% |
| More than Six | 455 | 1.7% | 37 | 1.6% | 492 | 1.7% |
| Unknown | 165 | 0.6% | 8 | 0.3% | 173 | 0.6% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2002

OFFENDER CATEGORY

| Offender Category | Male | Percent | Female | Percent | Total | Percent |
|-----------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Non-Violent/First Offender | 7,601 | 28.2% | 1,223 | 51.8% | 8,824 | 30.1% |
| Non-Violent/Repeat Offender | 7,506 | 27.9% | 631 | 26.7% | 8,137 | 27.8% |
| Violent/First Offender | 8,500 | 31.6% | 426 | 18.0% | 8,926 | 30.5% |
| Violent/Repeat Offender | 3,305 | 12.3% | 81 | 3.4% | 3,386 | 11.6% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

PRIOR ARIZONA PRISON COMMITMENTS

| Prior Commitments | Male | Percent | Female | Percent | Total | Percent |
|-------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| None | 16,101 | 59.8% | 1,649 | 69.8% | 17,750 | 60.6% |
| One | 6,284 | 23.4% | 448 | 19.0% | 6,732 | 23.0% |
| Two | 2,711 | 10.1% | 182 | 7.7% | 2,893 | 9.9% |
| Three | 1,191 | 4.4% | 62 | 2.6% | 1,253 | 4.3% |
| More than Three | 625 | 2.3% | 20 | 0.8% | 645 | 2.2% |
| TOTAL | 26,912 | 100.0% | 2,361 | 100.0% | 29,273 | 100.0% |

NOTES: Percent totals may not add to 100% due to rounding.

Repeat offenders are those who have one or more prior adult Arizona commitments. Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault, Robbery, Assault and Other Sex Offenses. Data not comparable to that published in previous years.

Inmate Admissions During Fiscal Year 2002

OFFENDER CATEGORY

| Offender Category | Male | Percent | Female | Percent | Total | Percent |
|-----------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Non-Violent/First Offender | 6,308 | 45.0% | 1,147 | 63.0% | 7,455 | 47.0% |
| Non-Violent/Repeat Offender | 4,308 | 30.7% | 446 | 24.5% | 4,754 | 30.0% |
| Violent/First Offender | 2,387 | 17.0% | 198 | 10.9% | 2,585 | 16.3% |
| Violent/Repeat Offender | 1,030 | 7.3% | 30 | 1.6% | 1,060 | 6.7% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

FELONY CLASS

| Class | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| 1 | 137 | 1.0% | 10 | 0.5% | 147 | 0.9% |
| 2 | 1,552 | 11.1% | 191 | 10.5% | 1,743 | 11.0% |
| 3 | 3,077 | 21.9% | 295 | 16.2% | 3,372 | 21.3% |
| 4 | 5,304 | 37.8% | 674 | 37.0% | 5,978 | 37.7% |
| 5 | 1,053 | 7.5% | 131 | 7.2% | 1,184 | 7.5% |
| 6 | 2,882 | 20.5% | 519 | 28.5% | 3,401 | 21.5% |
| Other | 28 | 0.2% | 1 | 0.1% | 29 | 0.2% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

ADMISSION TYPES

| | Male | Percent | Female | Percent | Total | Percent |
|----------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Court Commitment-New | 6,311 | 45.0% | 1,046 | 57.4% | 7,357 | 46.4% |
| Court Commitment-Repeat | 3,461 | 24.7% | 378 | 20.8% | 3,839 | 24.2% |
| Released Violator Returned | 2,878 | 20.5% | 268 | 14.7% | 3,146 | 19.8% |
| Interstate Placement | 74 | 0.5% | 6 | 0.3% | 80 | 0.5% |
| Condition of Probation | 1,205 | 8.6% | 106 | 5.8% | 1,311 | 8.3% |
| Escapee Returned | 13 | 0.1% | 0 | 0.0% | 13 | 0.1% |
| Absconder Returned | 91 | 0.6% | 17 | 0.9% | 108 | 0.7% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

NOTES: Percent totals may not add to 100% due to rounding.

Repeat offenders are those who have one or more prior adult Arizona commitments. Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault, Robbery, Assault and Other Sex Offenses. Data not comparable to that published in previous years.

Inmate Admissions During Fiscal Year 2002

COMMITMENT OFFENSES

| | Male | Percent | Female | Percent | Total | Percent |
|------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Against Persons | | | | | | |
| Homicide | 285 | 2.0% | 32 | 1.8% | 317 | 2.0% |
| Kidnapping | 139 | 1.0% | 10 | 0.5% | 149 | 0.9% |
| Sexual Assault | 238 | 1.7% | 5 | 0.3% | 243 | 1.5% |
| Robbery | 711 | 5.1% | 41 | 2.3% | 752 | 4.7% |
| Assault | 1,704 | 12.1% | 134 | 7.4% | 1,838 | 11.6% |
| Subtotal | 3,077 | 21.9% | 222 | 12.2% | 3,299 | 20.8% |
| Property | | | | | | |
| Arson | 34 | 0.2% | 3 | 0.2% | 37 | 0.2% |
| Burglary | 1,155 | 8.2% | 57 | 3.1% | 1,212 | 7.6% |
| Larceny | 1,088 | 7.8% | 203 | 11.1% | 1,291 | 8.1% |
| Vehicle Theft | 894 | 6.4% | 95 | 5.2% | 989 | 6.2% |
| Forgery-Fraud | 692 | 4.9% | 280 | 15.4% | 972 | 6.1% |
| Other Property | 384 | 2.7% | 58 | 3.2% | 442 | 2.8% |
| Subtotal | 4,247 | 30.3% | 696 | 38.2% | 4,943 | 31.2% |
| Morals-Decency | | | | | | |
| Dangerous Drugs | 2,626 | 18.7% | 548 | 30.1% | 3,174 | 20.0% |
| Sex Offenders | 340 | 2.4% | 5 | 0.3% | 345 | 2.2% |
| Other Morals-Decency | 37 | 0.3% | 6 | 0.3% | 43 | 0.3% |
| Subtotal | 3,003 | 21.4% | 559 | 30.7% | 3,562 | 22.5% |
| Public Order | | | | | | |
| DWI | 2,345 | 16.7% | 228 | 12.5% | 2,573 | 16.2% |
| Other Public Order | 1,120 | 8.0% | 91 | 5.0% | 1,211 | 7.6% |
| Subtotal | 3,465 | 24.7% | 319 | 17.5% | 3,784 | 23.9% |
| Miscellaneous | 241 | 1.7% | 25 | 1.4% | 266 | 1.7% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |
| Sentencing Code | | | | | | |
| Truth in Sentencing | 13,656 | 97.3% | 1,803 | 99.0% | 15,459 | 97.5% |
| Old Code | 377 | 2.7% | 18 | 1.0% | 395 | 2.5% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Admissions During Fiscal Year 2002

RACE GROUPS

| Race | Male | Percent | Female | Percent | Total | Percent |
|------------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Caucasian | 6,011 | 42.8% | 980 | 53.8% | 6,991 | 44.1% |
| African American | 1,847 | 13.2% | 233 | 12.8% | 2,080 | 13.1% |
| Native American | 866 | 6.2% | 142 | 7.8% | 1,008 | 6.4% |
| Spanish Origin | 5,104 | 36.4% | 454 | 24.9% | 5,558 | 35.1% |
| Asian/Pacific Islander | 20 | 0.1% | 5 | 0.3% | 25 | 0.2% |
| Other | 185 | 1.3% | 7 | 0.4% | 192 | 1.2% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

AGE GROUPS

| Age | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| 17 and Under | 120 | 0.9% | 3 | 0.2% | 123 | 0.8% |
| 18-20 | 1,044 | 7.4% | 84 | 4.6% | 1,128 | 7.1% |
| 21-24 | 2,291 | 16.3% | 213 | 11.7% | 2,504 | 15.8% |
| 25-29 | 2,402 | 17.1% | 302 | 16.6% | 2,704 | 17.1% |
| 30-34 | 2,384 | 17.0% | 377 | 20.7% | 2,761 | 17.4% |
| 35-39 | 2,219 | 15.8% | 394 | 21.6% | 2,613 | 16.5% |
| 40-44 | 1,791 | 12.8% | 257 | 14.1% | 2,048 | 12.9% |
| 45-49 | 925 | 6.6% | 127 | 7.0% | 1,052 | 6.6% |
| 50-54 | 487 | 3.5% | 47 | 2.6% | 534 | 3.4% |
| 55-59 | 201 | 1.4% | 7 | 0.4% | 208 | 1.3% |
| 60 or Older | 169 | 1.2% | 10 | 0.5% | 179 | 1.1% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.0% | 15,854 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Admissions During Fiscal Year 2002

COUNTY OF COMMITMENT

| County | Male | Percent | Female | Percent | Total | Percent |
|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Apache | 49 | 0.3% | 2 | 0.1% | 51 | 0.3% |
| Cochise | 228 | 1.6% | 46 | 2.5% | 274 | 1.7% |
| Coconino | 313 | 2.2% | 23 | 1.3% | 336 | 2.1% |
| Gila | 159 | 1.1% | 10 | 0.5% | 169 | 1.1% |
| Graham | 79 | 0.6% | 13 | 0.7% | 92 | 0.6% |
| Greenlee | 24 | 0.2% | 3 | 0.2% | 27 | 0.2% |
| La Paz | 85 | 0.6% | 13 | 0.7% | 98 | 0.6% |
| Maricopa | 8,672 | 61.8% | 1,152 | 63.3% | 9,824 | 62.0% |
| Mohave | 583 | 4.2% | 89 | 4.9% | 672 | 4.2% |
| Navajo | 199 | 1.4% | 22 | 1.2% | 221 | 1.4% |
| Pima | 2,127 | 15.2% | 266 | 14.6% | 2,393 | 15.1% |
| Pinal | 491 | 3.5% | 65 | 3.6% | 556 | 3.5% |
| Santa Cruz | 46 | 0.3% | 3 | 0.2% | 49 | 0.3% |
| Yavapai | 459 | 3.3% | 52 | 2.9% | 511 | 3.2% |
| Yuma | 505 | 3.6% | 62 | 3.4% | 567 | 3.6% |
| Out of State | 14 | 0.1% | 0 | 0.0% | 14 | 0.1% |
| TOTAL | 14,033 | 100.0% | 1,821 | 100.05 | 15,854 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Releases During Fiscal Year 2002

AVERAGE MONTHS SERVED (AMS)

| Commitment Offense | Male | Percent | AMS | Female | Percent | AMS | Total | Percent | AMS |
|------------------------|---------------|---------------|-----------|--------------|---------------|-----------|---------------|---------------|-----------|
| Against Persons | | | | | | | | | |
| Homicide | 168 | 1.4% | 126 | 17 | 1.1% | 107 | 185 | 1.3% | 124 |
| Kidnapping | 126 | 1.0% | 80 | 7 | 0.5% | 67 | 133 | 1.0% | 80 |
| Sexual Assault | 190 | 1.5% | 82 | 4 | 0.3% | 76 | 194 | 1.4% | 81 |
| Robbery | 598 | 4.8% | 64 | 34 | 2.3% | 46 | 632 | 4.6% | 63 |
| Assault | 1,602 | 13.0% | 38 | 119 | 8.0% | 24 | 1,721 | 12.4% | 37 |
| Subtotal | 2,684 | 21.7% | 54 | 181 | 12.2% | 39 | 2,865 | 20.7% | 53 |
| Property | | | | | | | | | |
| Arson | 26 | 0.2% | 36 | 2 | 0.1% | 63 | 28 | 0.2% | 38 |
| Burglary | 1,157 | 9.4% | 44 | 50 | 3.4% | 36 | 1,207 | 8.7% | 44 |
| Larceny | 1,239 | 10.0% | 34 | 187 | 12.6% | 22 | 1,426 | 10.3% | 33 |
| Vehicle Theft | 278 | 2.2% | 16 | 49 | 3.3% | 13 | 327 | 2.4% | 16 |
| Forgery-Fraud | 556 | 4.5% | 35 | 216 | 14.6% | 25 | 772 | 5.6% | 32 |
| Other Property | 368 | 3.0% | 39 | 44 | 3.0% | 28 | 412 | 3.0% | 38 |
| Subtotal | 3,624 | 29.3% | 37 | 548 | 37.0% | 24 | 4,172 | 30.1% | 35 |
| Morals-Decency | | | | | | | | | |
| Dangerous Drugs | 2,424 | 19.6% | 35 | 440 | 29.7% | 28 | 2,864 | 20.7% | 34 |
| Sex Offenders | 257 | 2.1% | 63 | 5 | 0.3% | 60 | 262 | 1.9% | 63 |
| Other Morals-Decency | 42 | 0.3% | 38 | 13 | 0.9% | 47 | 55 | 0.4% | 40 |
| Subtotal | 2,723 | 22.0% | 38 | 458 | 30.9% | 29 | 3,181 | 23.0% | 37 |
| Public Order | | | | | | | | | |
| DWI | 2,096 | 17.0% | 19 | 193 | 13.0% | 12 | 2,289 | 16.5% | 19 |
| Other Public Order | 940 | 7.6% | 23 | 70 | 4.7% | 17 | 1,010 | 7.3% | 22 |
| Subtotal | 3,036 | 24.6% | 20 | 263 | 17.8% | 13 | 3,299 | 23.8% | 20 |
| Miscellaneous | 296 | 2.4% | 25 | 31 | 2.1% | 23 | 327 | 2.4% | 25 |
| TOTAL | 12,363 | 100.0% | 37 | 1,481 | 100.0% | 25 | 13,844 | 100.0% | 35 |
| Sentencing Code | | | | | | | | | |
| Truth in Sentencing | 11,311 | 91.5% | 29 | 1,423 | 96.1% | 23 | 12,734 | 92.0% | 28 |
| Old Code | 1,052 | 8.5% | 117 | 58 | 3.9% | 80 | 1,110 | 8.0% | 115 |
| TOTAL | 12,363 | 100.0% | 36 | 1,481 | 100.0% | 25 | 13,844 | 100.0% | 35 |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Releases During Fiscal Year 2002

AVERAGE MONTHS SERVED (AMS) BY OFFENDER CATEGORY

| Offender Category | Male | Percent | AMS | Female | Percent | AMS | Total | Percent | AMS |
|-----------------------------|---------------|---------------|-----------|--------------|---------------|-----------|---------------|---------------|-----------|
| Non-Violent/First Offender | 5,547 | 44.9% | 26 | 939 | 63.4% | 21 | 6,486 | 46.9% | 25 |
| Non-Violent/Repeat Offender | 3,875 | 31.3% | 38 | 356 | 24.0% | 31 | 4,231 | 30.6% | 37 |
| Violent/First Offender | 2,095 | 16.9% | 56 | 141 | 9.5% | 41 | 2,236 | 16.2% | 55 |
| Violent/Repeat Offender | 846 | 6.8% | 54 | 45 | 3.0% | 33 | 891 | 6.4% | 53 |
| TOTAL | 12,363 | 100.0% | 37 | 1,481 | 100.0% | 25 | 13,844 | 100.0% | 35 |

AVERAGE MONTHS SERVED (AMS) BY FELONY CLASS

| Class | Male | Percent | AMS | Female | Percent | AMS | Total | Percent | AMS |
|--------------|---------------|---------------|-----------|--------------|---------------|-----------|---------------|---------------|-----------|
| 1 | 24 | 0.2% | 160 | 4 | 0.3% | 129 | 28 | 0.2% | 155 |
| 2 | 1,235 | 10.0% | 75 | 141 | 9.5% | 57 | 1,376 | 9.9% | 73 |
| 3 | 2,729 | 22.1% | 57 | 246 | 16.6% | 41 | 2,975 | 21.5% | 56 |
| 4 | 4,637 | 37.5% | 28 | 527 | 35.6% | 22 | 5,164 | 37.3% | 27 |
| 5 | 912 | 7.4% | 21 | 109 | 7.4% | 21 | 1,021 | 7.4% | 21 |
| 6 | 2,775 | 22.4% | 13 | 453 | 30.6% | 11 | 3,228 | 23.3% | 13 |
| Other | 51 | 0.4% | 275 | 1 | 0.1% | 295 | 52 | 0.4% | 275 |
| TOTAL | 12,363 | 100.0% | 37 | 1,481 | 100.0% | 25 | 13,844 | 100.0% | 35 |

NOTE: Percent totals may not add to 100% due to rounding.

*Repeat offenders are those who have one or more prior adult Arizona commitments.

Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault,

Robbery, Assault and Other Sex offenses. Data not comparable to that published in previous years.

Inmate Releases During Fiscal Year 2002

RELEASE TYPES

| Release Types | Male | Percent | Female | Percent | Total | Percent |
|--|---------------|---------------|--------------|---------------|---------------|---------------|
| Expiration of Sentence | | | | | | |
| Old Code (Pre-TIS) | 212 | 1.7% | 9 | 0.6% | 221 | 1.6% |
| New Code (TIS) | 2,274 | 18.4% | 290 | 19.6% | 2,564 | 18.5% |
| To Probation | 1,152 | 9.3% | 84 | 5.7% | 1,236 | 8.9% |
| Mandatory Release | 26 | 0.2% | 3 | 0.2% | 29 | 0.2% |
| Parole | 226 | 1.8% | 22 | 1.5% | 248 | 1.8% |
| Detainer | 387 | 3.1% | 7 | 0.5% | 394 | 2.8% |
| Work Furlough | 9 | 0.1% | 3 | 0.2% | 12 | 0.1% |
| Discretionary Release | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Provisional Release | 167 | 1.4% | 51 | 3.4% | 218 | 1.6% |
| Earned Release Credit | | | | | | |
| Old Code (Pre-TIS) | 379 | 3.1% | 50 | 3.4% | 429 | 3.1% |
| New Code (TIS) | 6,955 | 56.3% | 901 | 60.8% | 7,856 | 56.7% |
| Release by Court Order | 44 | 0.4% | 6 | 0.4% | 50 | 0.4% |
| Absolute Discharge | 297 | 2.4% | 38 | 2.6% | 335 | 2.4% |
| Return to Community Services (from temporary placement) | 21 | 0.2% | 0 | 0.0% | 21 | 0.2% |
| Home Arrest | 31 | 0.3% | 0 | 0.0% | 31 | 0.2% |
| Absconder | 1 | 0.0% | 1 | 0.1% | 2 | 0.0% |
| Escapee | 5 | 0.0% | 0 | 0.0% | 5 | 0.0% |
| Interstate Compact | 21 | 0.2% | 5 | 0.3% | 26 | 0.2% |
| Death | 72 | 0.6% | 3 | 0.2% | 75 | 0.5% |
| Execution | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Deportation at 1/2 Term | 57 | 0.5% | 7 | 0.5% | 64 | 0.5% |
| Full Pardon | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Commutation | 27 | 0.2% | 1 | 0.1% | 28 | 0.2% |
| TOTAL | 12,363 | 100.0% | 1,481 | 100.0% | 13,844 | 100.0% |

AGE GROUPS

| Age | Male | Percent | Female | Percent | Total | Percent |
|---------------------|---------------|---------------|--------------|---------------|---------------|---------------|
| 17 and Under | 10 | 0.1% | 2 | 0.1% | 12 | 0.1% |
| 18-20 | 398 | 3.2% | 35 | 2.4% | 433 | 3.1% |
| 21-24 | 1800 | 14.6% | 141 | 9.5% | 1,941 | 14.0% |
| 25-29 | 2,058 | 16.6% | 248 | 16.7% | 2,306 | 16.7% |
| 30-34 | 2,189 | 17.7% | 284 | 19.2% | 2,473 | 17.9% |
| 35-39 | 2,102 | 17.0% | 341 | 23.0% | 2,443 | 17.6% |
| 40-44 | 1,784 | 14.4% | 239 | 16.1% | 2,023 | 14.6% |
| 45-49 | 1,040 | 8.4% | 131 | 8.8% | 1,171 | 8.5% |
| 50-54 | 543 | 4.4% | 42 | 2.8% | 585 | 4.2% |
| 55-59 | 250 | 2.0% | 9 | 0.6% | 259 | 1.9% |
| 60-Older | 189 | 1.5% | 9 | 0.6% | 198 | 1.4% |
| TOTAL | 12,363 | 100.0% | 1,481 | 100.0% | 13,844 | 100.0% |

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Community Supervision During Fiscal Year 2002

INMATES UNDER COMMUNITY SUPERVISION

| Month | AZ Parole | Work Furlough | Home Arrest | Admin. Release | Provis. Release | Mand. Release | Interstate Parole | Truth-in- Sentencing | TOTAL |
|--------|--------------|------------------|----------------|-------------------|--------------------|------------------|----------------------|-------------------------|-------|
| Jul01 | 309 | 12 | 20 | 112 | 99 | 8 | 412 | 2,467 | 3,439 |
| Aug01 | 310 | 12 | 16 | 99 | 96 | 6 | 404 | 2,457 | 3,400 |
| Sept01 | 307 | 14 | 14 | 93 | 102 | 6 | 409 | 2,436 | 3,381 |
| Oct01 | 304 | 12 | 18 | 69 | 86 | 8 | 418 | 2,548 | 3,463 |
| Nov01 | 294 | 12 | 18 | 74 | 81 | 7 | 412 | 2,518 | 3,416 |
| Dec01 | 289 | 10 | 17 | 71 | 73 | 8 | 392 | 2,553 | 3,413 |
| Jan02 | 294 | 10 | 19 | 65 | 73 | 9 | 402 | 2,570 | 3,442 |
| Feb02 | 268 | 11 | 17 | 64 | 68 | 10 | 388 | 2,591 | 3,417 |
| Mar02 | 265 | 9 | 11 | 67 | 61 | 7 | 402 | 2,672 | 3,494 |
| Apr02 | 257 | 8 | 13 | 69 | 59 | 6 | 413 | 2,687 | 3,512 |
| May02 | 258 | 8 | 5 | 66 | 58 | 8 | 396 | 2,709 | 3,508 |
| Jun02 | 247 | 9 | 6 | 63 | 59 | 10 | 395 | 2,761 | 3,550 |

Definitions

PAROLE - a Board-granted release for inmates with a date of offense before 1/1/94

WORK FURLOUGH - a Board-granted supervised work release program for inmates with 12 to 14 months of Parole Eligibility, for date of offense before 1/1/94.

HOME ARREST- a Board-granted release program of home incarceration with electronic monitoring for inmates with a date of offense before 1/1/94, who are eligible for Emergency Parole, Regular Parole and/or Work Furlough consideration.

DISCRETIONARY RELEASE - a release granted by the Director to minimal-risk inmates who apply and demonstrate positive behavior.

EMERGENCY (EARLY) PAROLE - a Board-granted release to certain first-time offenders to relieve overcrowding, with date of offense before 1/1/94.

TEMPORARY RELEASE - an administrative release granted 90 days before designated release date to prepare the inmate for return to the community.

PROVISIONAL RELEASE- a supervised administrative release 180 days before the end of sentence for offenses before 1/1/94.

MANDATORY RELEASE - an automatic administrative supervised release 180 days before the expiration of sentence, providing one calendar year has been served, for offense dates before August 7, 1985.

INTERSTATE PAROLE - release to another state under the Interstate Compact Agreement to serve parole.

TRUTH-IN-SENTENCING - release to community supervision for an inmate sentenced on or after 1/1/94 and who has served at least 85% of the imposed sentence.

CASES ADDED AND DELETED

| Month | New Cases Added | Cases Deleted |
|--------|--------------------|------------------|
| Jul01 | 523 | 363 |
| Aug01 | 503 | 398 |
| Sept01 | 447 | 364 |
| Oct01 | 530 | 356 |
| Nov01 | 486 | 384 |
| Dec01 | 508 | 353 |
| Jan02 | 540 | 381 |
| Feb02 | 453 | 306 |
| Mar02 | 519 | 328 |
| Apr02 | 535 | 379 |
| May02 | 579 | 385 |
| Jun02 | 551 | 349 |

NOTE: In addition to the categories listed above, the Community Supervision caseload includes the category *Absconder Returned*, which averages 123 per month.

Adult Crimes: National Comparison

ADULTS ARRESTED FOR PART I CRIMES BY TYPE OF CRIME A COMPARISON OF THE NATION AND ARIZONA 2001

| | NATIONWIDE* | PERCENT | ARIZONA** | PERCENT |
|-------------------------------------|------------------|---------------|---------------|---------------|
| Murder & Non-Negligent Manslaughter | 10,326 | 0.6% | 226 | 0.7% |
| Forcible Rape | 21,491 | 1.3% | 220 | 0.6% |
| Robbery | 75,593 | 4.7% | 1,298 | 3.8% |
| Aggravated Assault | 398,474 | 24.7% | 5,674 | 16.7% |
| Burglary | 197,430 | 12.2% | 2,941 | 8.6% |
| Larceny - Theft | 813,614 | 50.4% | 20,348 | 59.8% |
| Motor Vehicle Theft | 86,798 | 5.4% | 3,225 | 9.5% |
| Arson | 9,169 | 0.6% | 93 | 0.3% |
| All Part I | 1,612,895 | 100.0% | 34,025 | 100.0% |

* Source: Crime in the United States 2001.
Federal Bureau of Investigation, United States Department of Justice, Washington, D.C., 2002.

Note: National numbers adjusted for incomplete reporting.

Reporting U.S. population=168,355,554: actual U.S. population=284,796,887.

** Source: Crime in Arizona 2001. Arizona Department of Public Safety, Phoenix, AZ, 2002.

Adult Crimes: State Comparisons

| State | State Pop. Rank | Incarceration 2001 | | Crime 2001 | | Violent Crime 2001 | | Turnover 1998 | | Prison Cost 2000 | |
|----------------|-----------------|--------------------|------------|------------|--------------|--------------------|------------|---------------|------------|------------------|----------------|
| | | Rank | Rate | Rank | Rate | Rank | Rate | Rank | Rate | Rank | Rate |
| Alabama | 23 | 5 | 584 | 18 | 4,319 | 22 | 439 | 20 | 337 | 49 | \$25.19 |
| Alaska | 47 | 36 | 300 | 21 | 4,236 | 10 | 588 | 1 | 839 | 1 | \$111.89 |
| ARIZONA | 20 | 10 | 492 | 1 | 6,077 | 15 | 540 | 19 | 353 | 26 | \$56.66 |
| Arkansas | 33 | 15 | 447 | 25 | 4,134 | 21 | 453 | 8 | 438 | 45 | \$39.35 |
| California | 1 | 13 | 453 | 29 | 3,903 | 8 | 617 | 2 | 766 | 22 | \$62.29 |
| Colorado | 24 | 21 | 391 | 22 | 4,219 | 30 | 351 | 29 | 292 | 12 | \$73.12 |
| Connecticut | 29 | 22 | 387 | 40 | 3,118 | 32 | 336 | 49 | 105 | 15 | \$71.07 |
| Delaware | 45 | 9 | 504 | 28 | 4,053 | 9 | 611 | 6 | 481 | 17 | \$66.94 |
| Florida | 4 | 16 | 437 | 2 | 5,570 | 1 | 797 | 28 | 295 | 36 | \$49.39 |
| Georgia | 10 | 6 | 542 | 14 | 4,646 | 18 | 497 | 21 | 335 | 30 | \$53.68 |
| Hawaii | 42 | 37 | 298 | 3 | 5,386 | 42 | 255 | 4 | 550 | 4 | \$90.00 |
| Idaho | 39 | 14 | 451 | 39 | 3,133 | 43 | 243 | 15 | 387 | | NA |
| Illinois | 5 | 27 | 355 | 26 | 4,098 | 7 | 637 | 10 | 420 | 31 | \$53.54 |
| Indiana | 14 | 29 | 341 | 30 | 3,831 | 26 | 372 | 24 | 325 | 34 | \$53.08 |
| Iowa | 30 | 39 | 272 | 36 | 3,301 | 38 | 269 | 25 | 313 | 29 | \$54.02 |
| Kansas | 32 | 34 | 318 | 17 | 4,321 | 24 | 405 | 23 | 325 | 35 | \$51.48 |
| Kentucky | 25 | 24 | 371 | 43 | 2,938 | 41 | 257 | 16 | 383 | 38 | \$45.77 |
| Louisiana | 22 | 1 | 800 | 4 | 5,338 | 6 | 687 | 3 | 699 | 47 | \$32.10 |
| Maine | 40 | 50 | 127 | 46 | 2,688 | 48 | 112 | 48 | 109 | 8 | \$76.00 |
| Maryland | 19 | 18 | 422 | 11 | 4,867 | 2 | 783 | 13 | 404 | 27 | \$56.00 |
| Massachusetts | 13 | 41 | 243 | 41 | 3,099 | 20 | 480 | 50 | 103 | 2 | \$98.99 |
| Michigan | 8 | 11 | 488 | 27 | 4,082 | 13 | 555 | 33 | 278 | 16 | \$68.18 |
| Minnesota | 21 | 49 | 132 | 33 | 3,584 | 39 | 264 | 44 | 168 | 5 | \$84.87 |
| Mississippi | 31 | 2 | 715 | 23 | 4,185 | 31 | 350 | 14 | 391 | 43 | \$42.91 |
| Missouri | 17 | 8 | 509 | 12 | 4,776 | 14 | 541 | 7 | 462 | 46 | \$35.61 |
| Montana | 44 | 26 | 368 | 31 | 3,689 | 28 | 352 | 36 | 264 | 11 | \$74.19 |
| Nebraska | 38 | 44 | 225 | 16 | 4,330 | 35 | 304 | 41 | 194 | 18 | \$64.90 |
| Nevada | 35 | 12 | 474 | 19 | 4,266 | 11 | 587 | 9 | 423 | 40 | \$44.93 |
| New Hampshire | 41 | 46 | 188 | 50 | 2,322 | 46 | 170 | 46 | 159 | 33 | \$53.12 |
| New Jersey | 9 | 32 | 331 | 37 | 3,225 | 25 | 390 | 17 | 364 | 13 | \$72.88 |
| New Mexico | 36 | 38 | 295 | 5 | 5,324 | 3 | 781 | 37 | 252 | 9 | \$75.98 |
| New York | 3 | 28 | 355 | 44 | 2,925 | 16 | 516 | 27 | 299 | 6 | \$83.52 |
| North Carolina | 11 | 31 | 335 | 10 | 4,938 | 19 | 494 | 31 | 283 | 20 | \$63.65 |
| North Dakota | 48 | 48 | 161 | 48 | 2,418 | 50 | 80 | 40 | 222 | 28 | \$55.10 |
| Ohio | 7 | 20 | 398 | 24 | 4,178 | 29 | 352 | 18 | 359 | 25 | \$60.22 |
| Oklahoma | 28 | 4 | 658 | 15 | 4,607 | 17 | 512 | 12 | 412 | 41 | \$44.62 |
| Oregon | 27 | 33 | 327 | 9 | 5,044 | 34 | 307 | 42 | 183 | 19 | \$64.54 |
| Pennsylvania | 6 | 35 | 310 | 42 | 2,961 | 23 | 410 | 45 | 162 | 10 | \$74.23 |
| Rhode Island | 43 | 47 | 181 | 32 | 3,685 | 33 | 310 | 43 | 180 | 3 | \$96.06 |
| South Carolina | 26 | 7 | 529 | 13 | 4,753 | 5 | 720 | 11 | 415 | 42 | \$43.78 |
| South Dakota | 46 | 25 | 370 | 49 | 2,332 | 47 | 155 | 22 | 330 | 48 | \$30.81 |
| Tennessee | 16 | 19 | 411 | 6 | 5,153 | 4 | 745 | 30 | 287 | 39 | \$45.45 |
| Texas | 2 | 3 | 711 | 7 | 5,153 | 12 | 573 | 5 | 537 | 44 | \$40.65 |
| Utah | 34 | 43 | 230 | 20 | 4,243 | 44 | 234 | 35 | 266 | 21 | \$63.50 |
| Vermont | 49 | 45 | 213 | 45 | 2,769 | 49 | 105 | 38 | 248 | 7 | \$78.52 |
| Virginia | 12 | 17 | 431 | 38 | 3,178 | 36 | 291 | 34 | 267 | 32 | \$53.23 |
| Washington | 15 | 40 | 249 | 8 | 5,152 | 27 | 355 | 39 | 223 | 14 | \$72.36 |
| West Virginia | 37 | 42 | 231 | 47 | 2,560 | 37 | 279 | 47 | 142 | 37 | \$47.78 |
| Wisconsin | 18 | 23 | 383 | 35 | 3,321 | 45 | 231 | 32 | 282 | 23 | \$61.83 |
| Wyoming | 50 | 30 | 340 | 34 | 3,518 | 40 | 257 | 26 | 302 | 24 | \$61.79 |

Rates are expressed per 100,000 state residents. *Source:* Crime in the United States 2001, Federal Bureau of Investigation, United States Department of Justice, Washington, D.C., 2002.

Incarceration Rate = the number of prisoners with sentences of more than one year per 100,000 residents. *Source:* Prisoners in 2001, Bureau of Justice Statistics, United States Department of Justice, Washington, D.C., 2002.

Turnover Rate = individuals committed to state correctional facilities + individuals released from the state correctional facilities per 100,000 state residents. *Source:* Correctional Populations in the United States, 1998, United States Department of Justice, Washington, D.C., 2002.

Prison Cost = average cost per inmate per day. *Source:* The Correctional Yearbook 2001, Criminal Justice Institute, Inc., Middleton, CT., 2002.

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